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The Influence of Work Environment and Work Motivation on Employee Performance through Job Satisfaction as a Mediation Variable

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Abstract

This study aims to analyze the influence of work environment and work motivation on employee performance with job satisfaction as a mediating variable. A quantitative approach was used by a survey method of 158 employees of PT Cipta Panel Buana, a manufacturing company in Indonesia. Data was collected through a questionnaire based on the Likert scale and analyzed using Partial Least Square (PLS). The results of the study show that the work environment and work motivation have a significant effect on employee performance, both directly and indirectly through job satisfaction. Job satisfaction proved to be a powerful mediator in this relationship, with a 62.8% contribution to performance variability. These findings support the importance of creating a conducive work environment and an effective motivation system to improve employee satisfaction and performance. This research makes theoretical and practical contributions in the field of human resource management, especially in the context of the manufacturing industry

Keywords

Employee Performance, Employee Productivity, Job Satisfaction, Work Environment, Work Motivation.

1. Introduction

Facing increasingly complex industrial competition, organizations are required to optimally manage their human resources to achieve strategic goals (Nugroho & Wahjoedi, 2023). One important approach is creating a work environment that supports employee motivation, leading to increased performance. A positive work environment can enhance psychological well-being and productivity, but adequate facilities alone do not guarantee improved performance. Other factors, such as job satisfaction, are also important, influenced by intrinsic motivation, organizational support, and psychological conditions in the workplace. Research shows that in the manufacturing sector, job satisfaction is strongly influenced by work motivation and the work environment, particularly interpersonal relationships, managerial support, and role clarity (Robbins & Judge, 2017; Pancasila et al., 2020).

Several studies agree that a good work environment positively influences employee performance by enhancing productivity through physical comfort and social support (Nugroho & Wahjoedi, 2023; Rahman et al., 2022). However, other studies indicate that the impact of the work environment on performance may vary depending on context, and in some cases, it does not significantly affect job satisfaction (Jaskyte et al., 2020; Angin et al., 2021; Haerofiatna et al., 2021; Aditya et al., 2023). These mixed findings highlight the need for further research to better understand the dynamics of the work environment's effect on performance and satisfaction (Afuan et al., 2024). Job satisfaction, in turn, is emphasized by and as a factor that affects employee performance. Adding that employees who feel satisfied with their work tend to show better performance. Nevertheless, and found that job satisfaction may not always have a significant impact on performance, suggesting that other factors may also play a role in shaping employee outcomes (Korir & Ndegwa, 2020; Rachman et al., 2020; Ramasamy et al., 2023; Ada et al., 2023; Adanlawo; et al., 2023).

Work motivation is another variable that has been extensively researched in this context. and found that high work motivation contributes significantly to improved employee performance (Diamantidis & Chatzoglou, 2019; Atatsi et al., 2019; Hair & Alamer, 2022). On the other hand, it was noted that in some cases, work motivation did not have a significant effect on performance, which again shows the complexity of the relationship between variables in this study. In addition, work motivation also affects job satisfaction and show a significant positive relationship (Zhenjing et al., 2022; Nurseha & Farida Ferine, 2024). However, it indicates that there are situations where work motivation does not contribute significantly to job satisfaction, highlighting the need for further research to understand these nuances (Hutabarat, 2015; Jusmin et al., 2016; Murgianto et al., 2016; Riyanto et al., 2021; Kharisma & Rosia, 2022; Idris et al., 2024) A conducive work environment is generally seen as a key factor in enhancing employee performance. However, the case of PT Cipta Panel Buana Batang illustrates that ideal workplace conditions such as adequate facilities, lighting, ventilation, and harmonious relationships do not always lead to consistent performance improvements. Despite meeting these standards, the company experienced significant delays in goods delivery in November 2024, totaling 46 hours and 35 minutes far exceeding the 8-hour standard with a 2-hour tolerance. This suggests a decline in performance, particularly in work time discipline, despite a favorable work environment.

This study aims to examine the influence of work environment and work motivation on employee performance, with job satisfaction acting as a mediating variable, using PT Cipta Panel Buana Batang as the research context. This research presents a novelty by integrating the relationship between work environment and work motivation on employee performance, with job satisfaction as a mediating variable, as supported by recent international studies. Findings show that the work

environment significantly influences performance indirectly through job satisfaction, highlighting its mediating role. Similarly, studies using multi-mediation models confirm that job satisfaction bridges the impact of the work environment on performance. This study also adds uniqueness by including work motivation as an additional variable influencing performance via job satisfaction. By combining these variables within the context of a manufacturing company in Indonesia PT Cipta Panel Buana Batang this study contributes to human resource management literature by offering deeper insights into how job satisfaction enhances employee performance.

2. Literature Review and Hypothesis Development

2.1. Work Environment, Motivation, and Satisfaction Effects

The work environment encompasses all physical and non-physical conditions that influence an employee's ability to carry out their tasks. A good work environment promotes comfort and motivation, and directly affects both productivity and satisfaction (Nugroho & Wahjoedi, 2023). In Maslow's hierarchy of needs, a conducive environment fulfills not only physiological needs such as lighting and fresh air but also social needs, including positive interaction and recognition from colleagues and superiors. Rahman et al. (2022) and Syahnant and Mesra (2024) further emphasize that the work environment includes psychological aspects, such as supportive relationships, emotional backing from leadership, and harmonious teamwork. A healthy organizational climate thus contributes to employee well-being and optimal performance. São Paulo et al. (2020) highlight work environment indicators like air circulation, lighting, cleanliness, safety, work facilities, and supportive interpersonal relationships as essential elements to evaluate environmental effectiveness.

Work motivation, is an internal drive that pushes individuals to work toward specific goals. According to Kharisma and Rosia (2022), this motivation stems from the urge to satisfy a range of needs, from basic ones like sufficient salary and health benefits, to higher-level needs such as recognition and opportunities for self-actualization. Hutabarat (2015), Jusmin et al. (2016), and Idris et al. (2024), argue that compensation, conducive work conditions, and career development opportunities greatly influence motivation, along with bonuses and recognition. Riyanto et al. (2021) outline motivation indicators including salary adequacy, health facilities, task suitability, development opportunities, and supportive peer relationships. Job satisfaction refers to the emotional attitude employees have toward their jobs. It is achieved when basic to higher-level needs are met (Corridor & Ndegwa, 2020; Rachman et al., 2020; Ramasamy et al., 2023; Ada et al., 2023). High levels of job satisfaction have been linked to improved employee performance, as satisfied employees are more likely to be motivated, committed, and productive in their roles (Ada et al., 2023). São Paulo et al. (2020) mention indicators such as task variation, freedom in work, feedback, supportive facilities, fairness, and leader support.

H1: Work environment has a significant effect on employee performance

H2: Work motivation has a significant effect on employee performance

H3: Job satisfaction has a significant effect on employee performance

2.2. Work Environment and Work motivation on job Satisfaction

In the face of intense industrial competition, organizations must optimize human resource management by creating a conducive work environment that supports employee motivation and ultimately leads to improved performance. However, a good work environment alone is not always sufficient. Job satisfaction plays a crucial mediating role in linking environmental and motivational factors to employee

outcomes. Maslow's theory suggests that when the work environment meets both physiological and psychological needs such as proper facilities, interpersonal relationships, and managerial support employees are more likely to feel satisfied and committed. Several studies support this, showing that job satisfaction is significantly influenced by both the physical and social aspects of the work environment (Robbins & Judge, 2017; Pancasila et al., 2020; Haerofiatna et al., 2021; Nugroho & Wahjoedi, 2023; Rahman et al., 2023). However, contrasting findings by Jaskyte et al. (2020), Angin et al. (2021), and Aditya et al. (2023) highlight the need for further exploration of contextual factors that may moderate this relationship.

Work motivation also plays a key role in influencing job satisfaction. Highly motivated employees tend to show stronger engagement, greater initiative, and increased emotional attachment to their work. This relationship has been confirmed in various studies (Hutabarat, 2015; Jusmin et al., 2016; Murgianto et al., 2016; Kharisma & Rosia, 2022; Idris et al., 2024). Nonetheless, some findings suggest that motivation alone may not always lead to satisfaction, reinforcing the complexity of these dynamics.

H4: Work environment has a significant effect on job satisfaction

H5: Work motivation has a significant effect on job satisfaction

2.3 The Role of Job Satisfaction

In increasingly competitive industrial conditions, improving employee performance is not solely determined by physical facilities or monetary rewards. Research highlights that the work environment and work motivation influence performance outcomes more effectively when mediated by job satisfaction. A positive work environment characterized by physical comfort, interpersonal harmony, and managerial support can improve psychological well-being. However, as shown in the case of PT Cipta Panel Buana Batang, a well-equipped workplace did not prevent a decline in performance, particularly in work time discipline, indicating the absence of job satisfaction as a key mediating factor (Robbins & Judge, 2017; Pancasila et al., 2020; Nugroho & Wahjoedi, 2023; Rahman et al., 2023).

Job satisfaction is strongly influenced by both environmental conditions and intrinsic motivation (Korir & Ndegwa, 2020; Haerofiatna et al., 2021). Employees who feel fulfilled are more likely to meet performance expectations such as task accuracy, punctuality, and accountability (Riyanto et al., 2021). Similarly, high work motivation driven by recognition, achievement, and personal growth tends to enhance job satisfaction, which in turn leads to improved performance (Hutabarat, 2015; Jusmin et al., 2016; Murgianto et al., 2016; Kharisma & Rosia, 2022; Idris et al., 2024). Supporting studies such as Zhenjing et al. (2022), Nurseha and Farida Ferine (2024), and Afuan et al. (2024) confirm that both work environment and motivation indirectly influence performance through job satisfaction. This reinforces the hypothesis that job satisfaction functions as a crucial mediator in aligning organizational support and employee output.

H6: Job satisfaction mediates the influence of work environment on employee performance

H7: Job satisfaction mediates the influence of work motivation on employee performance

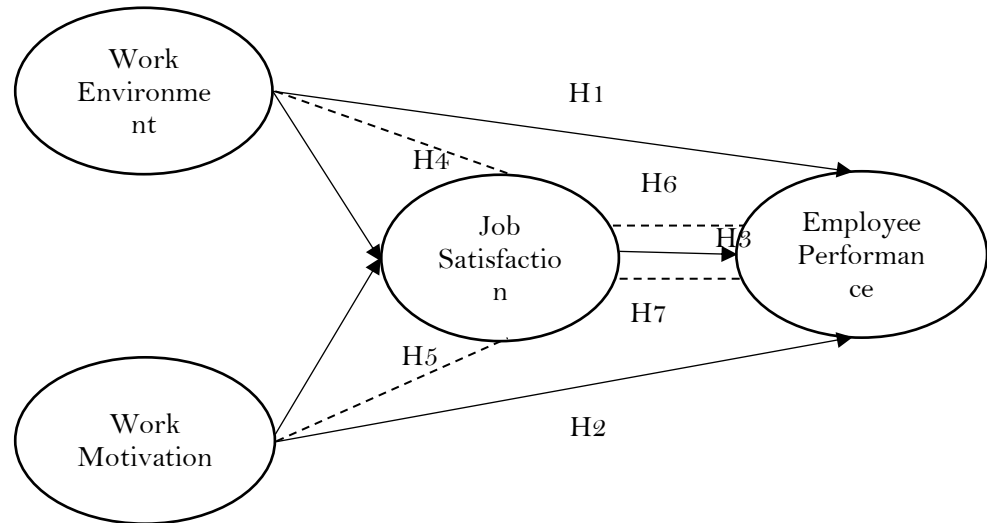


Figure 1. Thinking Framework

Figure 1 illustrates a conceptual framework that explores the relationships between work environment, work motivation, job satisfaction, and employee performance. In this model, both work environment and work motivation are shown as independent variables that influence job satisfaction, which in turn affects employee performance. Additionally, work environment and work motivation are also depicted as having direct effects on employee performance, aside from their indirect effects through job satisfaction. This suggests that job satisfaction serves as a mediating variable, playing a central role in transforming workplace conditions and motivational factors into improved employee outcomes. The diagram highlights a multi-pathway relationship, emphasizing that a conducive work environment and high motivation can lead to better performance, especially when employees are satisfied with their jobs. The framework of this research is described in a conceptual model that connects work environment and work motivation as independent variables, job satisfaction as a mediating variable, and employee performance as dependent variables.

3. Methods

This research employs a quantitative methodology aimed primarily at testing hypotheses and examining the relationships between the variables involved by utilizing numerical data. Quantitative research is particularly suitable for studies that seek to establish causal links or associations through measurable evidence. To ensure the study's reliability and validity, the sample size was determined based on a confidence level of 95% with a margin of error of 5%. This calculation resulted in a total of 158 respondents participating in the study. The sampling technique employed is probability sampling, specifically simple random sampling, which guarantees that each member of the population has an equal chance of selection. This method helps minimize selection bias and supports the generalizability of the findings to the broader population. The population under study consists of employees working at PT. Cipta Panel Buana, a manufacturing firm specializing in producing furniture for both domestic and international markets. The choice of this population is relevant because it directly relates to the variables under investigation within an organizational and industrial context.

Data collection was carried out primarily through the use of questionnaires designed with Likert scale items. This direct method of gathering primary data allows for the quantification of subjective responses related to perceptions of the work environment, work motivation, job satisfaction, and employee performance. The Likert scale facilitates the measurement of attitudes and opinions across a standardized range, which is instrumental in enabling statistical analysis. For data analysis, the study applies both descriptive and inferential statistical techniques. Descriptive statistics are first used to provide an overview of the respondents' demographic characteristics and other relevant descriptive information. This helps contextualize the sample and understand its composition. Subsequently, inferential statistics are employed to test the formulated hypotheses and explore the relationships between the variables. Specifically, the Partial Least Square (PLS) method is utilized for this purpose. PLS is a variance-based structural equation modeling technique that is particularly effective for testing complex models involving multiple constructs and paths, especially when the research model is exploratory or predictive in nature.

The analytical process with PLS involves several stages. Initially, the measurement model is evaluated to ensure the validity and reliability of the constructs used in the study. This step verifies that the indicators accurately reflect the latent variables they intend to measure. Following this, the structural model is assessed to examine the hypothesized relationships between variables, determining the strength and significance of the paths. Finally, hypothesis testing is conducted to confirm or reject the proposed causal links, thereby fulfilling the study's objectives of explaining how the work environment and work motivation impact employee performance through the mediating role of job satisfaction (Nuraini et al., 2024).

4. Results

Understanding the demographic characteristics of respondents on Table 1 is important in the context of this study because it can provide a more comprehensive picture of how individual backgrounds affect their perception of the work environment, work motivation, job satisfaction, and performance. This research was conducted on employees of PT. Cipta Panel Buana, a furniture manufacturing company serving the domestic and international markets. The number of respondents who were successfully collected was 158 people, who were selected through a simple random sampling method with a probability sampling approach.

Based on gender, as many as 84 respondents (53.2%) were male, and 74 respondents (46.8%) were female. This composition shows a relatively balanced gender distribution, although there are slightly more male respondents. This balance is important to ensure a diversity of perspectives, given that perceptions of working conditions and motivation can be influenced by differences in gender roles in the organizational structure and work culture of the manufacturing industry.

In terms of age, the majority of respondents were in the 25–34-year-old group of 69 people (43.7%), followed by 35–44 years old as many as 41 people (25.9%), then the 45-year-old ≥ group as many as 26 people (16.5%), and finally < 25 years old as many as 22 people (13.9%). This distribution shows that most respondents are in the productive age range, which tends to have high work energy as well as concern for career development and performance improvement. This is in line with research variables that associate job satisfaction and motivation as determinants of performance.

In terms of the last education, respondents with S1 education dominated 65 people (41.1%), followed by D3 as many as 44 people (27.8%), high school/equivalent as many as 38 people (24.1%), and S2/S3 as many as 11 people (7%). A high level of education reflects good cognitive ability to understand organizational policies and

the work environment, and has the potential to influence expectations and satisfaction with the work system and the rewards received.

Work experience is also an important indicator of how deeply employees are involved in the organization's systems and culture. The majority of respondents have worked for a range of 1-3 years as many as 52 people (32.9%), followed by the 4-6-year group as many as 47 people (29.7%), then > 6 years as many as 44 people (27.8%), and the rest < 1 year as many as 15 people (9.5%). This distribution shows that most respondents already have enough work experience to assess the dynamics of the work environment as well as its impact on their satisfaction and performance. Respondents with longer work experience tend to have higher attachment to the organization, which is also relevant in analyzing the mediating role of job satisfaction.

Table 1. Respondent Demographics

Variabel	Category	Quantity (n)	Percentage (%)
Gender	Man	84	53.20%
	Woman	74	46.80%
Age	< 25 years old	22	13.90%
	25-34 years old	69	43.70%
	35-44 years old	41	25.90%
	≥ 45 years old	26	16.50%
Final Education	High School/Equivalent	38	24.10%
	D3	44	27.80%
	S1	65	41.10%
	S2/S3	11	7.00%
Long Time Working	< 1 year	15	9.50%
	1-3 years	52	32.90%
	4-6 years	47	29.70%
	> 6 years old	44	27.80%

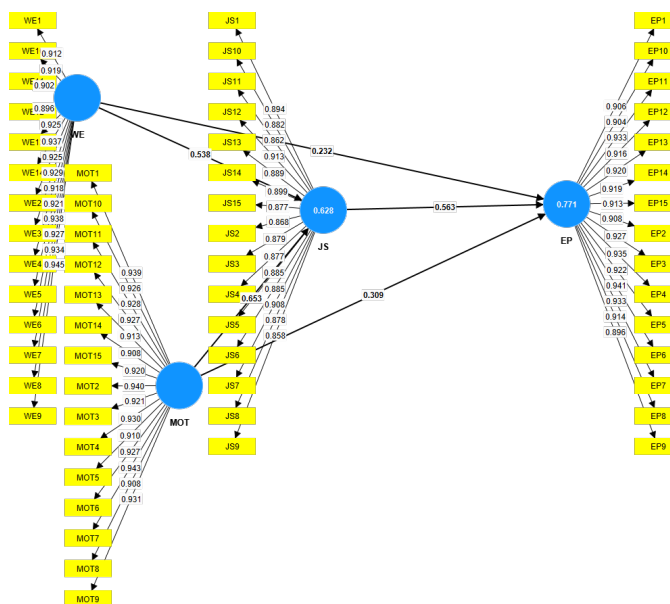


Figure 1. Outer Loading

Figure 1 is the visualization result of the Partial Least Squares Structural Equation Modeling (PLS-SEM) structural model that displays the relationship between four latent constructs: Work Environment (WE), Motivation (MOT), Job Satisfaction (JS), and Employee Performance (EP). Each construct is measured through a number of reflective indicators characterized by outer loading values, most of which are above 0.90, indicating excellent convergent validity. The R-square value (shown in the blue circle) shows that Job Satisfaction has an R² value of 0.628, meaning that 62.8% of its variance is explained by Work Environment and Motivation. Meanwhile, Employee Performance has an R² value of 0.771, indicating that 77.1% of its variance is explained by Job Satisfaction, Motivation, and Work Environment. The influence paths (path coefficients) indicated by numbers between constructs illustrate the strength of the relationship between variables, where the path from Job Satisfaction to Employee Performance has the strongest direct influence (0.563), followed by the path from Motivation to Job Satisfaction (0.653). Overall, this diagram shows that mediating Job Satisfaction affects Motivation and Work Environment on Employee Performance, with a very strong model structure and reliable indicators.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability (Rho_A)	Composite Reliability (Rho_C)
Employee Performance	0.987	0.987	0.988
Job Satisfaction	0.98	0.98	0.982
Motivation	0.988	0.988	0.989
Work Environment	0.987	0.988	0.988

Table 2 shows that all constructs in the study demonstrate excellent reliability. The Cronbach's Alpha and Composite Reliability (CR) values for Employee Performance (0.987; 0.988), Job Satisfaction (0.980; 0.982), Motivation (0.988; 0.989), and Work Environment (0.987; 0.988) all exceed reliability standards. These results indicate a very high internal consistency across all constructs, confirming that the indicators used are reliable and appropriate for further structural model analysis.

Table 3. R² Test

Variable	R-Square	R-Square Adjusted
Employee Performance	0.771	0.767
Job Satisfaction	0.628	0.624

Table 3 shows that the Employee Performance variable has an R² value of 0.771, meaning 77.1% of its variance is explained by job satisfaction, work motivation, and work environment, while 22.9% is influenced by other factors. Job Satisfaction, as a mediating variable, has an R² of 0.628, indicating that 62.8% of its variance is explained by work motivation and work environment. Both values reflect strong predictive power, with Employee Performance categorized as high.

Table 4. F² Test

Variable	Employee Performance	Job Satisfaction
Job Satisfaction	0.515	
Motivation	0.193	1.131
Work Environment	0.131	0.767

Based on Table 4 the effect size (F-Square or f²) is used to assess the magnitude of the contribution of each independent construct to the dependent construct in the model. The results of the analysis showed that the variable Work Motivation to Job Satisfaction had an f² value of 1.131, which indicated a large and significant influence.

Similarly, Work Environment on Job Satisfaction shows a large influence with an f^2 of 0.767, indicating that these two variables play an important role in shaping employee job satisfaction levels. On the other hand, Job Satisfaction to Employee Performance also showed a large effect size with an f^2 of 0.515, which means that job satisfaction has a strong contribution to influencing performance. Meanwhile, the effect of Work Motivation on Employee Performance was recorded at a moderate level with f^2 of 0.193, and the Work Environment on Employee Performance showed a small effect with f^2 of 0.131. These results indicate that the main role of work environment and motivation in influencing performance is more dominant when mediated by job satisfaction, rather than directly.

Table 5. Q^2 Test

Variable	Sso	Sse	$Q^2 (=1-Sse/Sso)$
Employee Performance	2370	438.833	0.815
Job Satisfaction	2370	605.900	0.744
Motivation	2370	412.195	0.826
Work Environment	2212	386.336	0.825

Based on Table 5 the Employee Performance variable has a Q^2 value of 0.815, which means the model is able to explain more than 81% of employee performance variability with excellent prediction. Similarly, Job Satisfaction shows a Q^2 value of 0.744, which also indicates strong predictive ability of this variable. Meanwhile, although Work Motivation and Work Environment are exogenous variables, Q^2 analysis still shows high values, at 0.826 and 0.825, respectively, reflecting that these variables contribute substantially to the overall prediction of the model.

The Q^2 values obtained show that the structural model in this study is not only statistically significant, but also has high predictive capabilities, which strengthens the validity of the research findings regarding the relationship between work environment, employee motivation, satisfaction, and performance.

Table 6. Path Coefficient

Variable	Original Sample	M	Standard Deviation	T-Statistics	P Values
Job Satisfaction -> Employee Performance	0.563	0.564	0.068	8.235	0.000
Motivation -> Employee Performance	0.309	0.308	0.061	5.103	0.000
Motivation -> Job Satisfaction	0.653	0.653	0.039	16.889	0.000
Work Environment -> Employee Performance	0.232	0.23	0.064	3.645	0.000
Work Environment -> Job Satisfaction	0.538	0.539	0.05	10.812	0.000
Motivation -> Job Satisfaction -> Employee Performance	0.368	0.369	0.053	6.988	0.000
Work Environment -> Job Satisfaction -> Employee Performance	0.303	0.304	0.047	6.449	0.000

Table 6 presents the hypothesis testing results, showing that all direct and indirect relationships between variables are statistically significant ($p < 0.05$; $t > 1.96$). The strongest direct effect is from Job Satisfaction to Employee Performance (coefficient 0.563), followed by Motivation to Performance (0.309), and Work Environment to Performance (0.232). Motivation has the highest impact on Job Satisfaction (0.653), while Work Environment also significantly affects Job

Satisfaction (0.538). Indirectly, Motivation (0.368) and Work Environment (0.303) influence Employee Performance through Job Satisfaction, confirming that Job Satisfaction plays a strong mediating role in the relationship between motivation, work environment, and performance.

5. Discussion

The findings of this study confirm that the work environment, work motivation, and job satisfaction significantly influence employee performance. These results are consistent with previous research which emphasizes the positive effect of a conducive work atmosphere and social support on productivity and achievement (Jaskyte et al., 2020; Angin et al., 2021; Aditya et al., 2023). A supportive environment both physically and socially enhances employee comfort, fosters healthy interactions with colleagues and superiors, and ultimately improves morale and performance.

However, the relationship between the work environment and performance is not always straightforward. Some studies highlight that a good work environment alone does not guarantee optimal performance if not accompanied by other factors such as intrinsic motivation and perceived fairness (Haerofiatna et al., 2021; Rahman et al., 2022; Nugroho & Wahjoedi, 2023). Similarly, even favorable work conditions do not necessarily lead to job satisfaction if other psychological needs, like recognition or equitable rewards, are not met.

Work motivation was also found to directly impact both employee performance and job satisfaction. This finding supports prior research demonstrating that highly motivated employees are more engaged and deliver better quality work (Hutabarat, 2015; Idris et al., 2024). Motivation increases when employees are given growth opportunities, appropriate rewards, and tasks that align with their skills and expectations. Motivation, whether financial or non-financial, positively contributes to job satisfaction (Murgianto et al., 2016; Jusmin et al., 2016; Riyanto et al., 2021; Kharisma & Rosia, 2022). Nevertheless, motivation alone may not guarantee high satisfaction or performance, especially when employees' perceptions of fairness or the meaningfulness of their work are lacking. This emphasizes the need for holistic motivational strategies that incorporate not only incentives but also emotional support and career development clarity.

Importantly, this study also identifies job satisfaction as a mediating variable between work environment and work motivation on employee performance. This means that a positive environment and strong motivation will more effectively enhance performance when they first lead to higher job satisfaction. This aligns with findings that satisfied employees are more likely to perform well (Korir & Ndegwa, 2020; Rachman et al., 2020; Ramasamy et al., 2023). Job satisfaction serves as a psychological link that translates positive workplace perceptions and motivational energy into tangible work outcomes. Employees who feel safe, supported, and motivated tend to feel more valued, which in turn encourages optimal performance.

Moreover, the mediating role of job satisfaction is further supported by research showing that the work environment influences performance indirectly through satisfaction (Zhenjing et al., 2022; Nurseha & Farida Ferine, 2024). This implies that organizations must go beyond offering good physical conditions and focus on fostering a meaningful work atmosphere. Satisfaction is also a key factor in channeling motivation into performance, as reflected in findings that link motivation with performance through job satisfaction (Afuan et al., 2024).

The results of this study offer both theoretical and practical contributions. Theoretically, it reinforces and extends existing models on the interplay between work environment, motivation, job satisfaction, and performance. Practically, it provides valuable insights for organizations like PT Cipta Panel Buana, highlighting that beyond providing facilities, companies must also nurture the psychological and emotional well-being of employees. Doing so creates a work environment that not

only encourages motivation but also enhances satisfaction both of which are essential to achieving optimal employee performance.

6. Conclusion

This study concludes that work environment and work motivation are critical factors influencing employee performance, both directly and indirectly through job satisfaction. A supportive work environment physically and psychologically can significantly enhance employee satisfaction and performance. Similarly, motivation driven by fair rewards, recognition, and development opportunities contributes to higher satisfaction and better work outcomes. Job satisfaction also plays a mediating role, acting as a psychological bridge between environmental or motivational factors and employee performance. Theoretically, these findings reinforce the human resource perspective that emphasizes the interconnectedness of environmental conditions, motivation, and satisfaction in shaping performance. Practically, the results underscore the importance of placing employee well-being at the center of performance strategies. Satisfied and motivated employees not only show improved productivity but are also more loyal and emotionally engaged in their work. Therefore, efforts to boost performance should integrate strategies that enhance both work conditions and targeted motivational systems.

However, several limitations must be noted. The research focuses solely on PT Cipta Panel Buana Batang, limiting its generalizability to other organizations or sectors. The use of a cross-sectional method prevents analysis of long-term changes in satisfaction or performance. Additionally, the model includes only three variables, excluding other influential factors like leadership style, organizational culture, and work-life balance. Future research is encouraged to expand the study to different companies and sectors to validate these findings. Longitudinal studies are also recommended to capture evolving employee perceptions. Incorporating qualitative or mixed-method approaches would offer deeper insights into the emotional and psychosocial aspects of employee behavior. Lastly, organizations should consider job satisfaction a key metric in evaluating the effectiveness of workplace and motivation policies for long-term HR development.

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Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



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