

Article

The Effect of Work Environment Quality and Work Motivation on Performance Through Employee Job Satisfaction in Bondowoso District Office

Wiwik Supriyatin^{1*}, Yuniorita Indah H², Muhaimin Dimiyati³,¹ Institut Teknologi dan Sains Mandala, Indonesia; e-mail adstore1977@gmail.com² Institut Teknologi dan Sains Mandala, Indonesia e-mail yuniorita@itsm.ac.id³ Institut Teknologi dan Sains Mandala, Indonesia e-mail dimiyati@itsm.ac.id

* Corresponding Author : Wiwik Supriyatin

Abstract: The problem in this research is that several employee performance assessments tend to decline, including service orientation, integrity, discipline and cooperation. The decline in performance is thought to be caused by several things, including a lack of quality of the work environment and job satisfaction that have not been fully met. The aim of this research is to test and analyze the influence of the environment and work motivation on employee performance through job satisfaction as an intervening variable at the Bondowoso District Office, Bondowoso Regency. This research was included in confirmatory research with a population and sample of 115 respondents, a saturated sampling technique was used because the entire population was used as the sample. The data analysis technique used is Structural Equation Modeling (SEM) processed with Smart PLS 4.0. Based on the results of data analysis, it shows that the quality of the work environment has a significant effect on job satisfaction. Work motivation has a significant effect on job satisfaction at the Bondowoso District Office, Bondowoso Regency. The quality of the work environment, work motivation and job satisfaction have a significant effect on employee performance at the Bondowoso District Office, Bondowoso Regency. The quality of the work environment has a significant effect on employee performance through job satisfaction at the Bondowoso District Office, Bondowoso Regency. Work motivation has a significant effect on employee performance through job satisfaction at the Bondowoso District Office, Bondowoso Regency.

Keywords: Work Environment, Work Motivation, Job Satisfaction and Employee Performance

1. Introduction

Face era globalization, nation Indonesia faced with on various problems, especially when going through a transition period marked by change significant in structure public, including aspect social, culture, economy, And politics . Diversity condition public And potential area need be noticed by Government Area in operate tasks government, development, as well as service public, so that the expected goals can be achieved. Regional development, as part from development sustainable Which initiated in a way national, must managed with good and planned.

Today, organizations are increasingly realizing the importance of maintaining employee as asset Which very valuable For development company. However, employee Also is individual Which own thought, feeling, need, And hope certain. By Because That, organizations need to create conditions that encourage and enable employee For develop And increase ability as well as their skills optimally to achieve the best results for the purpose company (Siregar, 2021:98).

So that the company can develop optimal, maintenance connection Which harmonious And sustainable with employees becoming very important. Human resources play a role crucial in an organization because they are the ones who manage the system. However, organizations cannot function properly without the support of superior human resources.

Received: April 19, 2025

Revised: May 04, 2025

Accepted: May 19, 2025

Online Available: May 21, 2025

Curr. Ver.: May 21, 2025



Copyright: © 2025 by the authors.

Submitted for possible open

access publication under the

terms and conditions of the

Creative Commons Attribution

(CC BY SA) license

[\(https://creativecommons.org/licenses/by-sa/4.0/\)](https://creativecommons.org/licenses/by-sa/4.0/)

Support in the form of facilities and infrastructure, training, as well as chance For actualize self will capable increase competence And quality source Power man in organization.

According to Utami (2020:45), performance is results achieved from implementation of tasks in accordance with the responsibilities given. Some Factors that greatly influence employee performance include salary/incentives, environment Work, education, health, motivation Work, means And infrastructure, as well as opportunities to actualize themselves. Employees who being enthusiastic in your work will result in good performance for you organization. The success of carrying out tasks in an organization highly dependent on quality human resource management. Sun And Anwar (2022) state that management source Power Humans are the designers of formal systems in an organization. For ensure use talent man in a way effective And efficient use reach organizational goals.

Development national in Indonesia aiming to build man in its entirety And create public fair And prosperous based on Pancasila and the 1945 Constitution. Strengthening sources Power man competent and excel very related with competence improvement, Power compete, And performance. Increase motivation Work And providing a conducive working environment will encourage the creation of job satisfaction, which in turn increases the ability to work reach objective organization. Besides That satisfaction Work is results from work which are fun for employee. Satisfaction This No only comes from the results of the work itself, but also from compensation or wages that is appropriate to the work being done. This will increase employee loyalty to continue working in an organization. In an organization, human resources have an important role in achieving goals objective organization. By Because That, all aspect Which related with human resources should be the primary concern of management. With Thus, employees will have high work performance, because of the resources high performance human resources enable the achievement of goals. has determined by the organization.

Employee performance plays an important role in sustainability organization. According to Prasetyo (2021), performance is the result of work, both in in terms of quality and quantity, achieved by an employee in carry out task in accordance with not quite enough answer Which given. Saraswati et a. (2023) add that performance is results work Which own connection close with objective strategic organization, satisfaction consumer, And contribution to economy. In reach performance employee Which Good no easy, Because influenced by various factor, including quality environment Work Which Good. The Curiosity (2022) state that quality environment Work covers activities in company Which aiming For increase condition Work so that can to awaken Spirit Work in reach target company. According to Utami (2023), the quality of the work environment (Quality of Work Life - QWL) includes levels of satisfaction, motivation, involvement, and commitment. individual to environment they in Work. QWL Also referring to on so far where is the individual capable make ends meet they.

Robbins And Judge (2021) define satisfaction Work as attitude general individual to his job, in where a person is required to interact with co-workers and superiors, follow the rules and organizational policies, and meet performance standards. Job satisfaction which will have a high impact on the quality of good and dynamic work, which ultimately beneficial for the company and the employees themselves. This attitude will motivate individuals to be disciplined in their work, to comply with rule And policy organization, guard connection Good with colleague Work, And increase achievement personal. Knowledge And understanding about commitment organization can used as base For predicting individual work behavior. Suryadi (2020) stated that Employee performance is the work results achieved in carrying out tasks Which given, based on skills, experience, sincerity, And time.

Element core from quality satisfaction Work in studies This is How attention management or Office Subdistrict Bondowoso Regency Bondowoso to influence work to individual, organizational effectiveness, as well as the importance of employee participation in the process decision making regarding their career, income and future in work. Draft quality satisfaction Work for organization or agencies can provide positive impacts such as increasing satisfaction Work And performance employee, Which will increase effectiveness And productivity of the agency. For employees, this concept also provides several benefits such as welfare guarantees, good working conditions, and impact psychological Which positive on individual each employee.

Bondowoso District Office, Bondowoso Regency as one of the one government institution in the Bondowoso area, with 30 employees people consisting of the Sub-district

Head, General and Personnel Sub-Division, Sungram Sub-Division and Finance, Service Section, PMD and Social Affairs Section, Security Section And Order And Sexy Government. Subdistrict Bondowoso Also under 85 employee Which spread in 7 Ward. So that amount total overall 115 employee. Condition physique Office Subdistrict Bondowoso Regency Bondowoso Good, every sexy own the room Alone. Although thus, a number of room experience constraint like temperature air Which not enough comfortable, Because No equipped with system cooler air. In addition, the use of office equipment such as computers and printers is still limited Because No all room equipped with facility The limited number of filing cabinets also causes documents to pile up around desk. This condition can cause rapid fatigue, difficulty concentrate, And the disappearance motivation Work, which on Finally can reduce quality performance employee.

As a public service center in the sub-district, the Sub-district Office Bondowoso Regency Bondowoso hope so that his staff own performance Which Good. Environment Work Which comfortable And conducive can increase motivation Work employee, push they For improve performance and achieve job satisfaction through work results they. With improvement performance employee, objective And target performance organization can be achieved, and provide a good example for employees. in outside Office Subdistrict Bondowoso Regency Bondowoso.

Problems that arise at the Bondowoso District Office Bondowoso related to employee performance is the existence of several obstacles employee not yet working optimally, so that work others become delayed. As for data evaluation Work employee Office Subdistrict Bondowoso Regency Bondowoso is as follows :

Table 1. Data Evaluation Performance Employee or Target Work Employee (SKP) Office Subdistrict Bondowoso Regency Bondowoso Year 2020-2023

No	Year	Indicator					
		Orientation	Service	Integrity	Commitment	Cooperation	Leadership
1	2020	85%	90%	88%	87%	92%	80%
2	2021	90%	92%	90%	89%	93%	85%
3	2022	92%	93%	92%	90%	95%	88%
4	2023	93%	94%	93%	91%	97%	90%

Source : Sub Part General And Staffing Subdistrict The Great War (2024)

Based on data table 1 show that a number of evaluation performance employee tend decrease among them orientation service, integrity, discipline And cooperation. Decrease performance allegedly due to some of these things include the lack of quality of the work environment and job satisfaction that has not been fully met. The following is the assessment data achievement performance employee :

Table 2. Data Evaluation Achievements Performance Employee

Year	Average Evaluation Performance	Information
2020	87.00%	Good
2021	89.83%	Good
2022	91.67%	Good
2023	92.57%	Good

Source : Sub Part General And Staffing Subdistrict The Great War (2024)

From table 2 indicates achievement performance

Still Not yet optimal. Achievement Work the Not yet optimal Because on year 2020 experience decline that is as big as

3.96%. In Regulation Government Republic Indonesia Number 46 year 2011 on paragraph (1) load activity task position and targets to be achieved. This performance measurement is carried out for 1 year once with 6 indicators, namely service orientation, integrity, commitment, discipline, cooperation, leadership.

According to the employee performance implementation value table, this condition is included in the quite good category. This role cannot be separated from positive efforts Which done in get it as form from achievement objective main a organization. Based on results interview researcher with Mother Ari Yurisanti, SP., Head Sub Part General And Staffing Office Subdistrict Bondowoso Regency Bondowoso that is performance there is some problems related to the dimensions contained in performance such as Still Lots employee who works under average. Level initiative employee Still low because of employee more Lots Work individualistic or just a small group. The level of employee harmony in office in doing work together is still not optimal. Therefore Therefore, researchers feel that further research

is needed to be carried out in order to... know And own step or suggestion on problem performance employee Office Subdistrict Bondowoso Regency Bondowoso.

Quality satisfaction Work is ability somebody in show its potential in operate task or work. This reflects the knowledge and skills possessed, as explained by Blanchard (2020:45), where maturity in work related to the capacity to perform certain tasks based on knowledge And skills Which owned. Performance, like Which As stated by Hasibuan (2016:67), it is the result of work that carried out by an employee, both in terms of quality and quantity, in accordance with responsibility answer Which given to him.

The performance appraisal process also acts as feedback. measure the effectiveness of human resource management. As a control quality, evaluation performance can indicates If There is performance bad Which broad, where many employees are ineligible for promotion, moved, or even dismissed in decision internal organization. Definition performance by Robbins (2020:82) highlight results concrete Which achieved by a employee based on criteria special For work the.

Quality performance employee in an organization not loose from satisfaction Work they, Which referring to on level satisfaction Which felt individual towards his/her role or job in the organization. Job satisfaction This affects individual motivation in achieving goals, as well as having significant psychological impact on each individual employee. In the context of an organization, job satisfaction plays an important role because it directly affect the human element in it. Job satisfaction is fulfilled capable strengthen and advance the organization.

Through observation to leader And employee in Office Subdistrict Bondowoso Regency Bondowoso, found a number of fact related quality satisfaction Work employee. A number of aspect including lack of welfare, lack of responsiveness organization to need employee, as well as performance employee Which Not yet optimal Because problems such as late arrival at work that affect service society. Mangkuprawira (2020:134) emphasized that the quality of work life (QWL) reflects the level of individual satisfaction with life satisfaction. they in Work, Which involving ability individual For fulfil need they Alone. According to Robbins And Judge (2020:78), satisfaction Work is evaluation general individual to his job, including interactions with fellow employees and superiors, compliance with rule organization, as well as achievement standard performance. With level job satisfaction Which tall, quality And dynamics Work will increase, profitable Good for company and also employee, as well as become foundation organizational commitment that sturdy.

Based on results observation to employee in Office Subdistrict Bondowoso Regency Bondowoso, found a number of challenges related to job satisfaction. Some employees face a lack of experience Work, process promotion Which rated slow, lack of directions from leader to subordinates, And lack of cooperation between colleague Work. From situation overview on, The researcher chose the title "**The Influence of Quality Environment Work And Motivation Work to Performance Employees with Job Satisfaction as a Mediating Variable in Sub-district Office Bondowoso Regency "Bondowoso "**".

2. Method

This study was conducted at the Bondowoso District Office and seven sub-districts in Bondowoso District, Bondowoso Regency, from December 2024 to March 2025. The study population included 115 employees, and the entire population was used as a sample using the Saturated Sampling method. This technique ensures that the research results can accurately represent the entire population (Sugiyono, 2015). The research design used the Confirmatory Research approach to test the relationship between variables with a quantitative survey method. Data were collected in one time period using the Cross Sectional Study approach to measure the influence of the work environment and motivation on employee performance. Similar research by Yuliana and Nurhasanah (2020:215) shows the effectiveness of this approach in assessing the direct influence on performance in the government sector.

The research variables consist of independent variables (work environment quality and work motivation), intervening variables (job satisfaction), and dependent variables (employee performance). Job satisfaction acts as a mediating variable that strengthens the relationship between independent variables and employee performance. The definition and indicators of these variables refer to the theories put forward by Ghazali (2011) and Sugiyono (2014). Data collection techniques include questionnaires, observations, and literature studies. Questionnaires are used to obtain primary data directly from respondents, while secondary data are obtained from office documents and relevant literature. According to Notoatmodjo (2010), primary data has the advantage of capturing respondents' opinions and perceptions

directly, while secondary data strengthens the validity of the research results. Data analysis was carried out through validity and reliability tests using Smart PLS 4.0, as well as classical assumption tests such as multicollinearity tests and normality tests. Evaluation of the structural model was carried out by analyzing the coefficient of determination and hypothesis testing, both for direct and indirect effects. According to Ghozali (2018), this method provides more accurate results in identifying causal relationships between variables in quantitative research.

4. Results

4.1. Convergent Validity Test

The convergent validity test is conducted with the aim of determining the validity of each relationship between indicators and latent variables. This test is determined from the *outer loading value* and the *Average Variance Extracted (AVE)* value derived from each indicator.

Table 3. Convergent Validity Test (*outer loading*)

Item	Statement	X1	X2	Z	Y	Information
	X _{1.1}					Valid
	X _{1.2}	0.911				Valid
	X _{1.3}	0.853				Valid
	X _{1.4}	0.902				Valid
	X _{1.5}	0.837				Valid
	X _{2.1}		0.891			Valid
	X _{2.2}		0.912			Valid
	X _{2.3}		0.896			Valid
	X _{2.4}		0.820			Valid
	X _{2.5}		0.875			Valid
	Z ₁			0.885		Valid
	Z ₂			0.934		Valid
	Z ₃			0.920		Valid
	Z ₄			0.934		Valid
	Z ₄			0.911		Valid
	Y ₁				0.916	Valid
	Y ₂				0.927	Valid
	Y ₃				0.949	Valid
	Y ₄				0.921	Valid

Source: primary data processed by researchers (2025)

Based on the data above, it shows that the *outer loading value* for each indicator is more than 0.7, thus the research instrument can be declared valid (green numbers). Then the AVE convergent validity value is presented as follows:

Tabel 4. Convergent Validity Test (AVE)

Research Variable	Average Variance Extracted	Cut Off	Information
X ₁ . Quality of the work environment	0.774	0.5	Valid
X ₂ . Work motivation	0.773	0.5	Valid
Z Job satisfaction	0.874	0.5	Valid
Y Employee	0.865	0.5	Valid
X ₁ . Quality of the work environment	0.774	0.5	Valid
X ₂ . Work motivation	0.773	0.5	Valid
Z Job satisfaction	0.874	0.5	Valid
Y Employee	0.865	0.5	Valid

X ₁ . Quality of the work environment	0.774	0.5	Valid
X ₂ . Work motivation	0.773	0.5	Valid

Source: primary data processed by researchers (2025)

4.2. Reliability Test

Reliability Test in this study uses Cronbach's Alpha. The research instrument is said to be reliable if it has a value greater than 0.70 and achieves composite reliability above 0.70. In the Construct Reliability and Validity output , it is then presented in the following table:

Table 5. Reliability Test Results

Research Variables	Cronbach's Alpha	Information
X ₁ . Quality of the work environment	0.927	Reliable
X ₂ . Work motivation	0.926	Reliable
Z Job satisfaction	0.953	Reliable
Y Employee performance	0.961	Reliable

Source: primary data processed by researchers (2025)

Based on the analysis results in Table 5, the data above shows that *the Cronbach's alpha value* is greater than 0.70, thus the instrument used is reliable.

4.3. Structural Equation Analysis (Inner model)

The *inner* model aims to determine and test the relationship between *exogenous* and *endogenous constructs* that have been hypothesized. The presentation of the structural equation analysis table (*inner model*) can be seen as follows:

Research Variable	Sample (O) Original	Sample Mean (M)	IT Statistic (IO/STDEV 1)	P Value
X ₁ .-> Z	0.499	0.496	4,978	0,000
X ₁ .-> Y	0.497	0.496	3,714	0,000
X ₂ .-> Z	0.463	0.464	4,573	0,000
X ₂ .-> Y	0.268	0.272	2,357	0,000
Z .-> Y	0.183	0.179	2,379	<u>0,000</u>

Source: primary data processed by researchers (2025)

The results of the research analysis using Smart PLS (partial least square) analysis were then used to create structural equations.

- a. Structural equations (inner model)

$$Z = b_1 X_1 + b_2 X_2 + e$$

$$= 0.499X_1 + 0.497X_2$$

- b. Structural equation (inner model) with intervening variables

$$Y = b_3 X_1 + b_4 X_2 + b_5 Z + e$$

$$= 0.091X_1 + 0.085 X_2 + 0.183Z$$

4.4 Hypothesis Testing of Direct Influence Research

The research hypothesis test aims to determine whether there is an influence of the independent variable on the dependent variable by analyzing regression. The structural model test image in PLS is presented as follows:

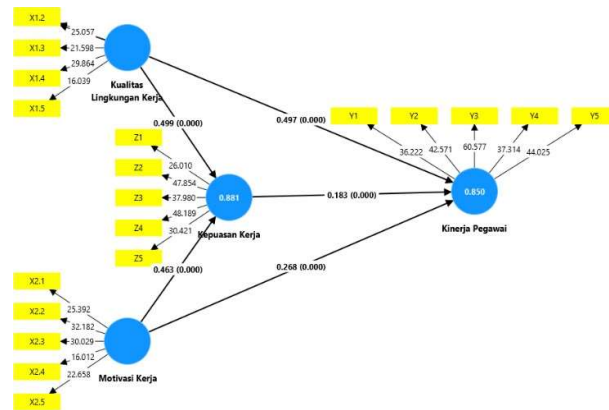


Figure 1. PLS Structural Model Test Results

Source: primary data processed by researchers (2025)

Based on the image above, the results of the hypothesis test using the Smart PLS application are presented in a table as follows:

- 1) **Hypothesis 1.** The quality of the work environment (X1) has a significant effect on job satisfaction (Z). The results of the first hypothesis test by referring to the original value of the positive sample (0.499) with a p value of **0.000** (<0.05), it can be concluded that the quality of the work environment (Z) has a significant effect on Job Satisfaction (Z) at the Bondowoso District Office, Bondowoso Regency. Thus, **Hypothesis 1 is accepted.**
- 2) **Hypothesis 2.** Work motivation (X2) has a significant effect on job satisfaction (Z). The results of the second hypothesis test with reference to the original sample value are positive (0.497) with a P value of 0.000 (<0.05), it can be concluded that work motivation (X2) has a significant effect on job satisfaction (Z) at the Bondowoso District Office, Bondowoso Regency. Thus, **Hypothesis 2 is accepted.**
- 3) **Hypothesis 3.** The quality of the work environment (X1) has a significant effect on employee performance (Y). The results of the third hypothesis test with reference to the original sample value are positive (0.463) with a P value of **0.000** (<0.05), it can be concluded that the quality of the work environment (X1) has a significant effect on employee performance at the Bondowoso District Office, Bondowoso Regency (Y). Thus, **Hypothesis 3 is accepted.**
- 4) **Hypothesis 4.** Work motivation (X2) has a significant effect on employee performance (Y). The results of the fourth hypothesis test with reference to the original sample value are positive (0.268) with a P value of **0.000** (<0.05), it can be concluded that work motivation (X2) has a significant effect on employee performance (Y) at the Bondowoso District Office, Bondowoso Regency. Thus, **Hypothesis 4 is accepted.**
- 5) **Hypothesis 5.** Job satisfaction (Z) has a significant effect on employee performance (Y). The results of the fifth hypothesis test with reference to the original sample value are positive (0.183) with a P value of **0.000** (<0.05), it can be concluded that Job satisfaction (Z) has a significant effect on employee performance at the Bondowoso District Office, Bondowoso Regency. Thus **Hypothesis 5 is accepted.**
- 6) **Hypothesis 6.** The quality of the work environment (Z) has a significant effect on employee performance (Y) through job satisfaction (Z). The results of the sixth hypothesis test with reference to the original sample value , namely (0.091) with a P value of **0.027** (<0.05), it can be concluded that the quality of the work environment (X1) has a significant effect on employee performance through job satisfaction (Z). Thus, **Hypothesis 6 is accepted.**
- 7) **Hypothesis 7.** Work motivation (Y) has a significant influence on employee performance (Y) through job satisfaction (Z) The results of the seventh hypothesis test with reference to the original sample value , namely (0.085) with a P value of **0.036** (<0.05), it can be concluded that work motivation (X1) has an effect on employee performance through job satisfaction (Z). Thus, **Hypothesis 7 is accepted.**

5. Discussion

Job satisfaction is a benchmark for developing and improving the performance of employees of the Bondowoso District Office, Bondowoso Regency in the future. Job satisfaction can be a mediation of the correlation effect between the variables of work environment quality and work motivation. on employee performance, this can show the relationship between Job Satisfaction and Employee Performance at the Bondowoso District Office, Bondowoso Regency. This study was conducted to determine the extent to which factors such as the quality of the work environment and work motivation in determining the level of job satisfaction, especially to increase awareness regarding the performance of employees at the Bondowoso District Office, Bondowoso Regency.

5.1 The Influence of Work Environment Quality on Job Satisfaction

The results of the first hypothesis test revealed that the quality of the work environment has a significant influence on the job satisfaction of employees at the Bondowoso District Office. This shows that a work environment that includes ergonomic layout, optimal air circulation, adequate lighting, and a supportive work atmosphere can have a positive impact on job satisfaction. When employees feel physically and psychologically comfortable in the workplace, their motivation and enthusiasm in completing tasks tend to increase, which in turn supports the achievement of organizational goals.

Employee job satisfaction is not only influenced by physical elements, but also by interpersonal and managerial factors, such as harmonious working relationships, support from superiors, and clarity of work structures. With a conducive work environment, employees feel valued, respected, and have room to grow. This creates intrinsic satisfaction that is important for the sustainability of productivity and quality of service to the community.

These results are supported by research by Wahyudi and Ramadhani (2022), which concluded that a positive work environment significantly increases job satisfaction through the mediating role of satisfaction. Research by Sutanto and Rosyidi (2020) also shows that good work environment quality can encourage job satisfaction which ultimately affects the improvement of overall organizational performance. These findings emphasize the importance of managing the work environment as a strategic priority in efforts to improve employee satisfaction and performance in government organizations.

5.2 The Influence of Work Motivation on Job Satisfaction

The results of the second hypothesis test show that work motivation has a significant influence on job satisfaction of Bondowoso District Office employees. This reflects that when employees have high motivation, dedication, and enthusiasm in carrying out their duties, they tend to feel more satisfied with the work they do. Good work spirit allows employees to respond to challenges positively, contribute maximally, and enjoy the work process they do, which ultimately increases feelings of satisfaction with their work.

The influence of work spirit on job satisfaction is not only seen in the results achieved, but also in employee perceptions of recognition, development opportunities, and interpersonal relationships in the work environment. When employees feel appreciated and have room to be creative, their work spirit increases, creating a cycle that supports job satisfaction. The Bondowoso District Office can take advantage of these findings by continuing to encourage work spirit through balanced workload management, performance rewards, and a motivating work atmosphere.

This finding is in line with the research of Purnamasari and Pratama (2021), which states that work enthusiasm has a significant positive relationship with job satisfaction, where employees who have strong intrinsic and extrinsic motivation feel more satisfied with their jobs. In addition, research by Setiawan (2021) also confirms that work enthusiasm plays an important role in building job satisfaction through environmental support and opportunities to excel. Thus, maintaining and improving work enthusiasm is a strategic step to encourage sustainable job satisfaction.

5.3 The Influence of Work Environment Quality on Employee Performance

The results of the third hypothesis test indicate that the work environment has a significant effect on the performance of employees at the Bondowoso District Office. This reflects the importance of a conducive work environment factor in supporting employee productivity and effectiveness. A comfortable work environment, both physically and

psychologically, contributes to increased motivation and focus in carrying out tasks. Thus, organizations need to pay attention to aspects such as workspace layout, work atmosphere, and relationships between employees to achieve optimal work results.

Furthermore, the success of the work environment in influencing performance is also closely related to factors such as management support, availability of work facilities, and healthy communication patterns. When employees feel that the work environment supports their professional and emotional needs, there will be a greater commitment to achieving organizational targets. These results underline that investing in work environment management can have a significant positive impact on individual and team performance.

Theoretically, the relationship between work environment and employee performance can be explained through Herzberg's motivation theory, where the work environment is included in the hygiene factors that must be met to avoid job dissatisfaction. If the work environment is well managed, employees are more likely to demonstrate proactive behavior, improve team collaboration, and achieve better work results. Therefore, attention to the work environment is not only an effort to improve employee welfare, but also a strategy to achieve organizational goals.

Fadilah & Rizal's study (2021) found that the work environment has a significant influence on employee performance through job satisfaction as a mediator. Similar research by Wahyudi & Ramadhani (2022) also showed that a good work environment can improve employee performance directly and indirectly through motivation. In addition, research by Sutanto & Rosyidi (2020) revealed that a conducive work environment contributes to increased job satisfaction, which ultimately affects employee performance positively. This finding strengthens the results of the hypothesis test in this study and provides an empirical basis that managing the work environment is one of the keys to improving employee performance.

5.4 The Influence of Work Motivation on Employee Performance

The results of the fourth hypothesis test show that work motivation has a significant influence on employee performance at the Bondowoso District Office. This confirms that work motivation is the main factor in encouraging employees to achieve optimal performance. Work motivation, both intrinsic such as satisfaction with the job itself and extrinsic such as financial rewards and recognition, can increase work enthusiasm, focus, and the desire to contribute more to the organization.

Strong work motivation not only increases productivity but also improves the quality of work output. When employees are highly motivated, they tend to have better resistance to work pressure, are innovative in completing tasks, and are more cooperative in supporting organizational goals. This motivation can be fostered through management strategies such as providing fair incentives, developing skills, and providing clear career opportunities.

Theoretically, the influence of motivation on performance can be explained through the expectancy theory proposed by Vroom. This theory states that individuals will be motivated to work well if they believe that their efforts will result in good performance, and that performance will bring appropriate rewards. In the context of the Bondowoso District Office, it is important for management to design a reward and recognition system that is in line with employee expectations to improve their performance.

Aditya & Hendra's study (2022) shows that work motivation has a significant effect on employee performance, especially when combined with job satisfaction as a mediator. Research by Fajriani & Sulistyono (2021) also revealed that work motivation has a positive impact on individual and team performance, especially in the public sector. In addition, research by Ekaputri (2022) strengthens that good work motivation can increase employee productivity in the education sector, so it is relevant to the results of this study. These findings provide a strong foundation that effective work motivation management is a strategic step in improving employee performance.

5.5 The Influence of Job Satisfaction on Employee Performance

The results of the fifth hypothesis test show that job satisfaction has a significant influence on employee performance at the Bondowoso District Office. This confirms that a high level of job satisfaction can encourage employees to work more effectively and efficiently. When employees are satisfied with their jobs, both in terms of working conditions,

rewards, and relationships between employees, they tend to show greater commitment to the organization and optimal work results.

Job satisfaction reflects the extent to which employees' expectations of their jobs are met. This includes satisfaction with aspects such as compensation, work environment, career development opportunities, and interpersonal relationships. Employees who are satisfied with their jobs tend to have more positive attitudes, improve the quality of service, and are able to complete tasks with high productivity. These conditions ultimately contribute directly to the achievement of organizational goals.

Theoretically, the influence of job satisfaction on performance can be explained through Herzberg's two-factor theory, where job satisfaction is the result of fulfilling motivator factors such as recognition, responsibility, and development opportunities. This theory emphasizes that job satisfaction not only reduces dissatisfaction but also increases the drive to perform well. Therefore, it is important for organizations to manage elements of work that can increase employee job satisfaction.

Amalia's study (2022) shows that job satisfaction has a significant effect on employee performance in the banking sector, especially in terms of customer service. Research by Fauzan & Nabila (2023) also confirms that job satisfaction plays an important role in improving teacher performance in state educational institutions. In addition, research by Indah & Putri (2023) found that job satisfaction mediates the influence of motivation and work environment on employee performance, explaining relevant relationships in various work contexts. These findings support that job satisfaction is a key variable in achieving better employee performance.

5.6 The Influence of Work Environment Quality on Employee Performance Through Job Satisfaction

The quality of the work environment has an indirect effect on employee performance through job satisfaction as a mediating variable. A quality work environment, both physically such as adequate facilities and socially such as harmonious working relationships, can increase employee satisfaction. High job satisfaction then encourages increased employee motivation and commitment, which ultimately results in better performance. In other words, the relationship between the quality of the work environment and employee performance is not only direct but also strengthened through the effects of job satisfaction.

A positive work environment provides comfort and a sense of security for employees, thus increasing their productivity. When employees feel supported by a good work environment, they are more motivated to provide optimal work results. Job satisfaction acts as a bridge connecting the impact of the work environment on performance, where satisfaction creates an emotional atmosphere that supports task success.

Theoretically, this relationship can be explained through the job demand-resources model, which emphasizes that work resources such as a conducive environment can reduce work stress, increase satisfaction, and encourage better work results. Thus, managing a quality work environment is not only important for employee well-being but also as an effective strategy to achieve optimal organizational performance.

Wahyudi & Ramadhani's (2022) research shows that the work environment has a significant effect on employee performance with job satisfaction as a mediator. A similar thing was also expressed by Sari & Hidayat (2020), where job satisfaction mediates the influence of the work environment on performance in various sectors. In addition, Sutanto & Rosyidi's (2020) research found that a supportive work environment significantly increases employee job satisfaction, which in turn has a positive impact on their productivity. These findings reinforce the importance of the role of job satisfaction in mediating the influence of work environment quality on employee performance.

5.6 The Influence of Work Motivation on Employee Performance Through Job Satisfaction

Work motivation has an indirect effect on employee performance through job satisfaction as a mediating variable. Work motivation, both intrinsic such as personal satisfaction with the task and extrinsic such as financial incentives and awards, can increase the level of employee satisfaction with their work. When employees feel motivated and satisfied with the work they do, they tend to show increased commitment, productivity, and quality of performance. In other words, job satisfaction serves as a link that strengthens the impact of work motivation on performance.

Work motivation provides encouragement for employees to work better, while job satisfaction creates a positive emotional atmosphere that supports the implementation of that motivation into work behavior. Employees who are highly motivated and satisfied with their jobs tend to be more innovative, result-oriented, and collaborative in completing tasks. This shows the importance of effective work motivation management to improve job satisfaction and, ultimately, employee performance.

Theoretically, this relationship can be explained through Maslow's hierarchy of needs theory, where work motivation can encourage the fulfillment of higher-level needs that result in job satisfaction. In addition, Vroom's expectancy theory is also relevant, which states that employee motivation increases if they believe that their efforts will bring satisfactory results and appropriate rewards. Therefore, organizations need to design motivational policies that not only support employee needs but also increase their job satisfaction.

Purnamasari & Pratama's (2021) study shows that work motivation has a significant effect on employee performance with job satisfaction as a mediator. Research by Wahyudi & Ramadhani (2022) also found that job satisfaction strengthens the influence of motivation on employee performance, especially in the public service sector. In addition, Indah & Putri's (2023) study revealed that motivation and work environment together influence job satisfaction, which ultimately has a positive impact on employee performance. These findings reinforce the importance of job satisfaction in mediating the relationship between work motivation and employee performance.

6. Conclusions

The results of this study indicate that the quality of the work environment and work motivation have a significant influence on job satisfaction and employee performance at the Bondowoso District Office, Bondowoso Regency. A conducive work environment, which includes physical, social, and psychological aspects, plays an important role in creating working conditions that support employee productivity. A comfortable workspace, adequate facilities, and a harmonious work culture have been proven to increase job satisfaction and strengthen employee involvement in achieving organizational goals.

Work motivation is also a major factor that drives increased employee performance. Intrinsic motivation, such as a sense of belonging to the job, challenges in tasks, and appreciation for individual contributions, plays an equally important role as extrinsic motivation such as financial incentives and promotion opportunities. This finding indicates that an approach that focuses only on financial compensation is not effective enough in improving employee performance without being accompanied by strategies that build employee emotional involvement in their work.

Furthermore, this study confirms that job satisfaction acts as a mediating variable in the relationship between work environment quality and work motivation on employee performance. In other words, a quality work environment and high work motivation not only have a direct impact on employee performance, but also increase job satisfaction, which in turn strengthens work productivity and efficiency. Therefore, job satisfaction should be viewed as a strategic factor that needs attention in human resource management in the government sector.

Thus, the results of this study confirm that improving employee performance cannot be achieved partially through one factor alone, but requires a holistic approach by improving the work environment, increasing work motivation, and maintaining employee satisfaction levels. This strategy can be the basis for organizational management in designing more effective and sustainable human resource management policies.

7. Implications

The results of this study have practical and theoretical implications in the management of human resources in the government environment. In practice, improving the quality of the work environment is a strategic step that must be considered by the Bondowoso District Office. Providing ergonomic facilities, spatial planning that supports productivity, and a conducive work culture can improve employee comfort and work efficiency. In addition, strengthening the work motivation system by providing performance-based incentives, clear career development paths, and effective feedback systems can encourage employees to be more productive and results-oriented. In the long term, this strategy can strengthen job satisfaction and create a more adaptive work environment to organizational challenges.

From a theoretical perspective, this study confirms that job satisfaction plays a significant role as a mediating variable in the relationship between work environment and work motivation on employee performance. This finding strengthens Herzberg's theory on motivational and hygiene factors in human resource management. In addition, this study opens up opportunities for further studies related to other variables that can contribute to improving employee performance, such as employee competence, organizational culture, and leadership style. A mixed-method research approach that combines quantitative and qualitative analysis is also recommended so that understanding of the factors that influence employee performance can be more comprehensive.

Another implication is the importance of implementing data-based policies in managing human resources in the government sector. The use of job satisfaction surveys, evaluations based on Key Performance

Indicators (KPIs), and benchmarking with sub-districts or other agencies that have high performance levels can help in formulating more effective policies. With this evidence-based strategy, the Bondowoso Sub-district Office and other government agencies can improve the efficiency of public services and create a more professional and results-oriented work environment.

References

- [1] Aditya, K. & Hendra, A. (2022). Kuantitatif, survei: Motivasi Berpengaruh Terhadap Kepuasan Kerja Yang Berdampak Pada Kinerja Pegawai. *Jurnal Ekonomi dan Manajemen*, 16(3), 109-123.
- [2] Amalia, I. (2022). Pengaruh Kualitas Kepuasan Kerja Terhadap Kinerja Karyawan Pada Sektor Perbankan. *Jurnal Manajemen Sumber Daya Manusia*, 11(3), 140-148.
- [3] Budi, T. & Fitria, R. (2022). Kuantitatif, regresi linier: Kepuasan Kerja Tidak Berperan Signifikan Dalam Mempengaruhi Kinerja Pegawai, Meskipun Ada Hubungan Dengan Lingkungan Kerja Dan Motivasi. *Jurnal Kinerja dan Manajemen*, 17(2), 88-102.
- [4] Ekaputri, N. (2022). Motivasi kerja dan dampaknya terhadap kinerja karyawan: Studi pada sektor pendidikan. *Jurnal Psikologi dan Manajemen*, 19(2), 58- 65.
- [5] Fadilah, T. & Rizal, D. (2021). Kuantitatif, regresi linier: Lingkungan Kerja Dan Motivasi Berpengaruh Signifikan Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Sebagai Mediator. *Jurnal Manajemen Sumber Daya*, 17(3), 45-59.
- [6] Fajriani, N., & Sulisty, D. (2021). Pengaruh Motivasi Dan Kompetensi Terhadap Kinerja Individu Dan Tim di Perusahaan Manufaktur. *Jurnal Manajemen*.
- [7] Fauzan, M., & Nabila, S. (2023). Pengaruh Kepuasan Kerja Terhadap Kinerja Guru di Sekolah Negeri. *Jurnal Pendidikan Dan Manajemen*, 18(2), 140-148.
- [8] Fikri, M. & Aminah, S. (2023). Kuantitatif, survei: Motivasi, Lingkungan Kerja, Dan Kinerja Pegawai Tidak Menunjukkan Hubungan Signifikan Melalui Kepuasan Kerja. *Jurnal Manajemen Sumber Daya Manusia*, 18(4), 56-72.
- [9] Firdaus, Muhammad., & Dimyati, Muhaimin. *Analisis Multivariat dan Metode Kuantitatif*. Jember: Lembaga Mandala Press
- [10] Handayani, A., & Putra, M. A. (2020). Pengaruh Kepuasan Kerja Terhadap Kinerja Pegawai di Sektor Pelayanan Publik. *Jurnal Psikologi Industri dan Organisasi*, 18(1), 110-118.
- [11] Hartono, F., & Rahardjo, H. (2021). Pengaruh Kolaborasi Tim Dan Lingkungan Kerja Terhadap Kinerja Karyawan di Perusahaan Teknologi. *Jurnal Psikologi Industri dan Organisasi*, 19(2), 112-120.
- [12] Hidayat, R., & Iskandar, F. (2021). Analisis Kualitas Kepuasan Kerja Terhadap Kepuasan Kerja Karyawan di Perusahaan Retail. *Jurnal Psikologi Industri dan Organisasi*, 19(2), 104-112.
- [13] Indah, S. & Putri, H. (2023). Kuantitatif, regresi linier: Kepuasan Kerja Memediasi Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Pegawai, Terutama di Sektor Retail. *Jurnal Manajemen Retail*, 25(2), 110-123.

- [14] Kusumawati, E. (2020). Pengaruh Kualitas Kepuasan Kerja Terhadap Kepuasan Kerja Dan Kinerja Karyawan di Perusahaan Manufaktur. *Jurnal Psikologi Industri*, 18(3), 140-148.
- [15] Nugroho, A., & Hadi, T. (2022). Pentingnya Uji Asumsi Klasik dalam Analisis Regresi: Studi Kasus pada Model Ekonomi. *Jurnal Ekonomi dan Bisnis*, 29(3), 95-102.
- [16] Peraturan Pemerintah Republik Indonesia Nomor 46 Tahun 2011 tentang Penilaian Pelaksanaan Pekerjaan Pegawai Negeri Sipil. (2011). Peraturan Pemerintah Republik Indonesia
- [17] Prasetyo, D. (2021). Analisis Kinerja Pegawai Dalam Organisasi Modern. *Jurnal Ilmu Manajemen*, 12(1), 45-59.
- [18] Pratama, I., & Sari, D. (2022). Pengaruh Motivasi Terhadap Kinerja Pegawai di Sektor Perbankan. *Jurnal Psikologi Industri dan Organisasi*, 19(2), 130138.
- [19] Purnama, I., & Yulianti, L. (2021). Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan di Sektor Pendidikan. *Jurnal Manajemen Sumber Daya Manusia*, 19(1), 128-135.
- [20] Purnamasari, D. & Pratama, G. (2021). Kuantitatif, survei: Motivasi Kerja Berpengaruh Terhadap Kepuasan Kerja Dan Kinerja Pegawai. *Jurnal Bisnis dan Manajemen*, 19(2), 134-148.
- [21] Putri, & Kartini. (2023). Pengaruh Lingkungan Kerja Dan Motivasi Terhadap Kinerja Pegawai Melalui Kepuasan Kerja. *Jurnal Ekonomi dan Manajemen*, 11(2), 56–70.
- [22] Rahmawati, S. (2022). Pengaruh Kepuasan Kerja Terhadap Kinerja Pegawai Pada Perusahaan Retail. *Jurnal Manajemen Dan Bisnis*, 14(2), 118-124.
- [23] Santosa, P., & Mulyono, D. (2021). *Metode Statistik Untuk Analisis Regresi: Teori dan Aplikasi*. Yogyakarta: Andi Publisher.
- [24] Sari, & Hidayat. (2020). Kepuasan Kerja Sebagai Mediator Pengaruh Lingkungan Kerja Terhadap Kinerja Pegawai. *Jurnal Ilmu Ekonomi*, 10(2), 98–110.
- [25] Sedarmayanti, M. (2021). *Perencanaan Dan Pengembangan Sumber Daya Manusia*. Yogyakarta: Andi Publisher.
- [26] Setiawan, B. (2021). Peran Motivasi Intrinsik Dan Ekstrinsik Dalam Meningkatkan Kinerja Karyawan. *Jurnal Psikologi dan Sumber Daya Manusia*, 14(2), 88- 95.
- [27] Sub Bagian Umum dan Kepegawaian Kecamatan Bondowoso. (2023). Data Penilaian Kinerja Pegawai Kantor Kecamatan Bondowoso Kabupaten Bondowoso Tahun 2020-2023 [Tabel data]. Sub Bagian Umum dan Kepegawaian Kecamatan Bondowoso.
- [28] Sujarweni, V. W., & Amir, S. (2020). *Metodologi Penelitian Kuantitatif dan Kualitatif : Pendekatan Statistik Untuk Penelitian Sosial Dan Ekonomi*. Graha Ilmu.
- [29] Sumarno, D., & Rahman, A. (2023). IndikatorIndikator Kualitas Kepuasan Kerja Pada Sektor Manufaktur. *Jurnal Manajemen Industri*, 15(1), 118125.
- [30] Surya, D., & Anwar, M. (2022). Strategi Manajemen Sumber Daya Manusia Untuk Meningkatkan Daya Saing Organisasi. *Jurnal Ekonomi dan Bisnis*, 10(3), 115-128.
- [31] Suryadi, M. (2020). *Komitmen Organisasi Dalam Meningkatkan Kinerja Karyawan (2nd ed.)*. Universitas Negeri Yogyakarta Press.
- [32] Suryani, R. (2020). Motivasi Kerja Dan Peranannya Dalam Meningkatkan Kinerja Karyawan di Sektor Layanan. *Jurnal Manajemen dan Bisnis*, 22(1), 118- 124.
- [33] Sutanto, R. & Rosyidi, F. (2020). Kuantitatif, survei: Lingkungan Kerja Berpengaruh Positif Terhadap Kepuasan Kerja, Yang Meningkatkan Kinerja Pegawai. *Jurnal Sumber Daya Manusia*, 14(2), 111-124.

- [34] Taufik, & Zainal. (2020). Pengaruh Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai. *Jurnal Sumber Daya Manusia*, 8(3), 123–134.
- [35] Utami, S. (2023). Kualitas Kepuasan Kerja Dan Kepuasan Kerja Karyawan Di Sektor Pendidikan. *Jurnal Sumber Daya Manusia*, 19(1), 22-35.
- [36] Wahyudi, F., & Ramadhani, S. (2022). Pengaruh Lingkungan Kerja dan Motivasi terhadap Kinerja Pegawai Melalui Kepuasan Kerja sebagai Variabel Mediasi. *Jurnal Manajemen Sumber Daya Manusia*, 17(4), 112-123.
- [37] Waqiah, W., Firdaus, M., & Prastyowati, A. H. (2021). Effect Of Kinerja pegawai On Employee Performance Through Job Satisfaction As An Inetervening Variables. *ABM: International Journal of Administration, Business and Management*, 3(1), 1327.
- [38] Wibowo, A. (2021). *Metodologi Penelitian Dalam Ilmu Sosial: Teori dan*
- [39] Widagdo, S., Dimiyati, M., & Handayani, Y, I., 2021 *Metodologi Penelitian Manajemen. Cara Mudah Menyusun Proposal dan Laporan Penelitian* Jember: Mandala Press
- [40] Widagdo, Suwignyo Dan Yuniorita Indah Handayani. 2020. *Riset Kuantitatif Manajemen Sumber Daya Manusia*. Jember: Mandala Press
- [41] Widagdo, S., Dimiyati., M & Cahyaningrum, N. (2023) *Strategi Sukses Mengelola Kinerja Pegawai*. Banyumas: Amerta Media
- [42] Widagdo, Suwignyo. 2017. *Manajemen Sumberdaya Manusia*. Jember: Mandala Press.
- [43] Widyastuti, D. (2022). Kepuasan Kerja Dan Pengaruhnya Terhadap Produktivitas Kerja Karyawan di Perusahaan Retail. *Jurnal Manajemen Sumber Daya Manusia*, 13(1), 130-138.
- [44] Wulandari, & Sari. (2021). Analisis Hubungan Antara Lingkungan Kerja, Kepuasan Kerja, Dan Kinerja Pegawai. *Jurnal Ekonomi Manajemen*, 10(1), 88–99.
- [45] WulSayari, H. & Sari, N. (2021). Kuantitatif, survei: Lingkungan Kerja Tidak Mempengaruhi Kinerja Pegawai Melalui Kepuasan Kerja. *Jurnal Manajemen Organisasi*, 21(4), 123-137.
- [46] Yuliana, R. & Arief, M. (2020). Kuantitatif, survei: Lingkungan Kerja Dan Motivasi Berpengaruh Positif Terhadap Kepuasan Kerja, Yang Pada Akhirnya Meningkatkan Kinerja Pegawai. *Jurnal Manajemen*, 12(1), 45-60.
- [47] Zahra, M., & Nurlaili, E. (2021). Kinerja Pegawai: Pengaruh Lingkungan Kerja, Motivasi, dan Kepuasan Kerja di Perusahaan Swasta. *Jurnal Ekonomi dan Manajemen*, 14(1), 97-108.