

The Influence of Motivation and Work Environment on Employee Performance Through Job Satisfaction as a Mediating Variable in the Public Appraisal Services Office of Andi Tiffani and Partners

Kurnianto^{1*}, Kasmari²^{1,2} Faculty of Economics and Business, Unisbank, Semarang, Indonesia* Corresponding Author: kurnianto4567@gmail.com**Article History****Received: 29-07-2026****Revised: 07-08-2026****Published: 30-08-2026****Keywords: Work Motivation; Work Environment; Job Satisfaction; Employee Performance; PLS-SEM****ABSTRACT**

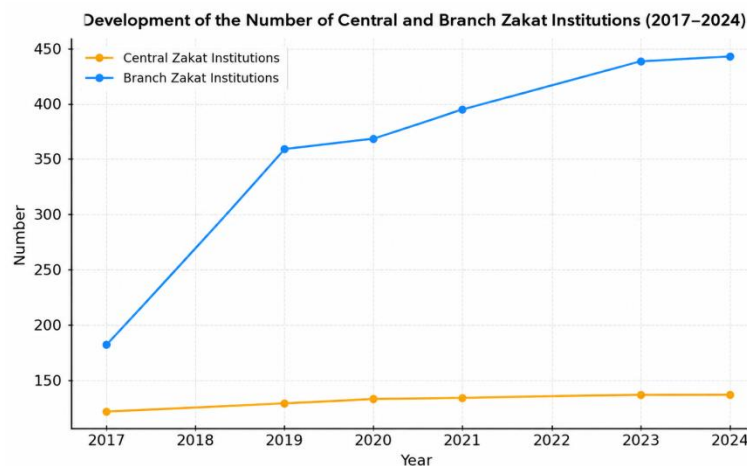
This study aims to analyze the influence of work motivation and work environment on employee performance through job satisfaction as a mediating variable at the Public Appraisal Service Office of Andi Tiffani and Partners. This study uses a quantitative approach with a causal design. The study population consisted of 53 employees and all were sampled through a saturated sampling technique. Data were collected using a four-point Likert scale questionnaire and analyzed using the PLS-SEM method using SmartPLS. The results showed that respondents' perceptions of work motivation, work environment, job satisfaction, and employee performance were in the fair to good category. All research indicators were declared valid and reliable based on the outer model test. The findings of this study indicate that increasing motivation and the quality of the work environment can support job satisfaction and encourage improved employee performance.

INTRODUCTION

In today's era of globalization, technology is advancing and business competition is intensifying. To face increasingly fierce competition, companies are required to continuously improve employee performance to be more effective and efficient. Motivation, the work environment, and job satisfaction play a crucial role in improving employee performance. Motivation drives employees to strive to optimally achieve organizational goals. A conducive work environment creates a comfortable atmosphere and supports productivity. Meanwhile, job satisfaction increases employee commitment and loyalty to the organization. The combination of these three factors can contribute significantly to improving overall employee performance.

The Public Appraisal Services Office (KJPP) is a business entity licensed by the Minister to provide services to public appraisers. KJPP provides asset appraisal and consulting services. Appraisals are conducted based on approved appraisal procedures outlined in appraisal regulations or SOPs. The scope of appraisal services encompasses all

activities, including appraisals of tangible and intangible assets, project appraisals, technical feasibility assessments, engineering assessments, asset management, assistance with the sale and purchase or lease of all assets (property agent), and appraisals of proposed project feasibility, as well as other services related to appraisal activities in the broadest sense. To face competition among other public appraisal services offices, both locally and nationally, companies must be able to make changes for the better and adapt to global changes in the appraisal world. The following data on the development of the number of public appraisal services offices and branches (as of December 31, 2024) is presented in Figure 1.1.



Source: PPPK, Ministry of Finance

Based on Figure 1, a graph showing the development of the number of Central and Branch Public Appraisal Services Offices (KJPP) for the 2017–2024 period, a consistent upward trend is seen from year to year. The number of Central KJPPs experienced a gradual growth from around 120 offices in 2017 to around 135 offices in 2024. Meanwhile, Branch KJPPs showed a more significant increase, namely from around 180 branches in 2017 to more than 430 branches in 2024. The growth in the number of KJPPs, especially at the branch level, indicates an expansion of activities and an increase in demand for appraisal services in various regions of Indonesia. This is in line with the increasing dynamics of the national economy, investment activities, and the need for transparent and accountable asset appraisals. Thus, the development in the number of KJPPs reflects the increasingly important role of the public appraisal profession in supporting economic decision-making, both in the financial, property, and business sectors in general.

This is also felt by the Public Appraisal Services Office of Andi Tiffani and Partners (KJPP ATR). To survive and compete with other KJPPs, it is necessary to improve employee performance. The following is an overview of employee performance at the Public Appraisal Services Office of Andi Tiffani and Partners, presented in Table 1.

Table 1. Employee Performance Overview

Activity	Amount (person)	Total Employees (people)	Percentage
Employees who feel they have not completed their work without having to be constantly reminded by their superiors	16	53	30%
Employees who frequently fail to meet work targets	12	53	23%
Employees who do not ensure that every detail of the work complies with established standards	14	53	26%

KJPP ATR 2025 Performance Evaluation Report

Based on the 2024 KJPP Andi Tiffani and Partners Performance Evaluation Report, several issues related to employee performance were identified. As many as 30% of employees still needed to be reminded by their superiors to complete their work, indicating a low level of individual responsibility. Furthermore, 23% of employees were unable to meet established work targets. Furthermore, 26% of employees failed to ensure that work details met standards, potentially impacting the accuracy and quality of their work. In today's highly competitive environment, the goal of every organization is to outperform the competition and win new customers (Rita, 2019). With personal creativity, knowledge, skills, and abilities, it is possible to generate new, innovative ideas that will help the company achieve a competitive advantage. Competitive advantage can be achieved through adequate organizational capabilities (Garcia-Perez-de-Lema, Alfaro-Cortés, Manzaneque, & Banegas, 2012).

Employee performance is crucial for increasing company profitability. Every company must be able to create optimal employee performance to grow the company. Performance is the result of work, both quantitatively and qualitatively, achieved by employees in carrying out tasks according to their assigned responsibilities (Bintoro and Daryanto, 2017). To achieve effective and efficient performance, companies or organizations are required to optimize the use of existing human resources to positively impact the company, considering that companies that employ these human resources desire good results and can adapt to changes and developments occurring within the company.

Several previous studies have shown a research gap between motivation, work environment, job satisfaction, and employee performance. However, the results obtained still show variations in findings and differences in research context. Research conducted by Hanafi and Yohana (2017) at PT BNI Life Insurance showed that motivation and work environment significantly influence employee performance through job satisfaction as a mediating variable. Meanwhile, Bague et al. (2024) who studied at Bank Mandiri KC Pare-Pare found results that motivation and work environment have a positive influence on employee performance with job satisfaction as an intervening variable. However, the results of a study by Lebang and Paulina (2017), entitled "Analysis of the Influence of Work Motivation, Work Environment, Competence, and Compensation on Job Satisfaction and Performance in GO-JEK Drivers," showed different findings. The study revealed that work

motivation had a negative and insignificant effect on job satisfaction in the online motorcycle taxi driver population.

Based on the description of empirical phenomena and the results of previous research, this study contributes to the development of human resource management studies through a research context that is different from previous studies. Most studies on the influence of work motivation, work environment, job satisfaction, and employee performance are conducted in manufacturing, banking, construction, and transportation service companies. Meanwhile, this study was conducted at the Public Appraisal Service Office (KJPP) Andi Tiffani and Partners, which is a professional service organization with work characteristics that require accuracy, independence, compliance with the Indonesian Appraisal Standards (SPI), and completion of work according to predetermined time targets. These differences in characteristics allow for different patterns of relationships between work motivation, work environment, job satisfaction, and employee performance compared to organizations in other sectors.

Considering the many variables that influence employee performance that cannot be studied as a whole and due to limitations of time, cost, energy, information sources and the author's ability as well as the level of urgency of the problem to be studied or researched, the author will limit the research to certain problems. There are two independent variables, namely motivation and work environment with one mediating variable of job satisfaction, and one dependent variable, namely the performance of KJPP ATR employees, the author is interested in conducting research with the title "The influence of motivation and work environment on employee performance through job satisfaction as a mediating variable at the Public Appraisal Service Office of Andi Tiffani and Partners". This research is expected to provide empirical evidence regarding the influence of work motivation and work environment on employee performance through job satisfaction as a mediating variable at the Public Appraisal Service Office so that can made into consideration for KJPP management in formulating human resource management policies to improve employee performance in a sustainable manner.

RESEARCH METHODS

Study This use approach quantitative with design study causal For test influence motivation work and environment Work to performance employee through satisfaction Work as variables mediation . According to Sugiyono (2016), research causal used For test connection because consequence between variables independent and variable dependent Variables studied consists of on motivation work and environment Work as variables independent , satisfaction Work as variables mediation , as well as performance employee as variables dependent . Population study is all over employees of KJPP Andi Tiffani and Partners (KJPP ATR) totaling 53 people. Data collection technique sample using saturated sampling , so that all over member population made into as sample study .

Data collection was carried out through survey with spread questionnaire to respondents use four-point Likert scale points . The data obtained Then analyzed use Partial Least Squares Structural Equation Modeling (PLS-SEM) method with help device soft SmartPLS 3.0. Stages analysis covering analysis statistics descriptive and statistical inferential . Evaluation of the measurement model (outer model) is carried out through convergent validity, discriminant validity, and reliability testing construct use loading factor values , Average Variance Extracted (AVE), cross loading, Fornell- Larcker criteria , Composite Reliability, and Cronbach's Alpha. Next , an evaluation of the structural model (inner model) was carried out . through testing path coefficient value , coefficient determination (R^2), effect size (f^2), bootstrapping for get t- statistics and p-values, as well as PLSpredict For evaluate ability model prediction.

RESULTS AND DISCUSSION

Statistics Descriptive Characteristics Respondents

In the research This respondents is employee from the Andi Tiffani and Partners Public Appraisal Services Office (KJPP ATR), this includes gender, age, last education, and length of service . Characteristics respondents based on type sex presented in table 2.

Table 2. Characteristics Respondents By Gender

Category	Choice	Number of Respondents	Percentage
Gender	Man	36	68%
	Woman	17	32%
	Total	53	100%

Source : Data processed by the author , (2023)

Based on the data in table 2, it can be taken conclusion that majority respondents various sex man that is as many as 36 people (68%) and types sex Woman as many as 17 people (32%). Apart from the type gender , age including necessary data We know . Age respondents determine including into the group age productive or No productive , following characteristics respondents based on age can seen in table 3.

Table 3. Characteristics Respondents Based on Age

Category	Choice	Number of Respondents	Percentage
Age	21-30 Years	27	50.94 %
	31-40 Years	15	28.30 %
	41-50 Years	11	20.75 %
	Total	53	100%

Source : Data processed by the author , (2026)

Based on table 3, can taken conclusion that characteristics respondents based on the most dominant age that is respondents aged 21-30 years with a total of 27 people (50.94%). Then education final respondents Following characteristics respondents based on education final Where competence one of the employees can seen from education the last one. Here characteristics respondents based on education lastly, can seen in table 4.

Table 4. Characteristics Respondents Based on Last Education

Category	Choice	Number of Respondents	Percentage
Last education	S2	5	9.43%
	S1	26	49.06%
	Diploma	15	28.30%
	High school or equivalent	7	13.21%
	Total	53	100%

Source : Data processed by the author, (2026)

Based on Table 4, it can be seen that the majority of respondents had a Bachelor's degree (S1) as many as 26 respondents (49.06%). Next, respondents with a Diploma education numbered 15 people (28.30%), followed by respondents with a High School/equivalent education as many as 7 people (13.21%), and a Master's degree (S2) as many as 5 people (9.43%). And finally that is related how long the employee Already working in a company . Characteristics respondents based on length of service can seen in table 5.

Table 5. Characteristics Respondents Based on Length of Service

Category	Choice	Number of Respondents	Percentage
Length of work	1-3 Years	23	43.40%
	3-5 Years	19	35.85%
	>5 Years	11	20.75%
	Total	53	100%

Source : Data processed by the author , (2026)

Based on Table 5 , it can be seen that the most dominant respondents based on length of service were 1-3 years, as many as 23 people (43.40%). Meanwhile, employees with a length of service of 3-5 years were 19 people (35.85%), and more than 5 years were 11 people (20.75%).

Variables Motivation Work

Statistical test results table descriptive variables Work motivation can be seen in table 6.

Table 6. Respondents' Perceptions on Variables Motivation Work

Dimensions	Indicator	STS	TS	S	SS	Average Indicator	Average Dimensions
Motivation Intrinsic	X1.1	4	13	16	20	2.98	2.79
	X1.2	4	12	17	20	3.00	
	X1.3	4	19	15	15	2.77	
	X1.4	5	23	18	7	2.51	
	X1.5	6	18	15	14	2.70	
Motivation Extrinsic	X1.6	4	14	20	15	2.87	2.91
	X1.7	2	17	16	18	2.94	
	X1.8	2	18	20	13	2.83	
	X1.9	3	11	22	17	3.00	
	X1.10	3	17	15	18	2.91	
Average Variable							2.85

Source : Data processed by the author with SmartPLS version 4 (2026)

Based on The results of the data in table 6 show that that respondents' responses to Motivation variables Work yielded an average of 2.85. This indicates that respondents' perceptions of work motivation in the company are in the fairly good category, but indicators such as X1.4 and X1.5 still require attention or improvement from management to optimize employee work motivation as a whole.

Work Environment Variables

Statistical test results table descriptive variables The work environment can be seen in table 7.

Table 7. Respondents' Perceptions of Work Environment Variables

Dimensions	Indicator	STS	TS	S	SS	Average Indicator	Average Dimensions
Environment Work Physique	X2.1.1	3	20	12	18	2.85	2.88
	X2.1.2	5	15	17	16	2.83	
	X2.1.3	1	20	15	17	2.91	
	X2.1.4	4	17	17	15	2.81	
	X2.1.5	2	15	19	17	2.96	
	X2.1.6	2	16	17	18	2.96	
	X2.1.7	3	14	18	18	2.96	
	X2.1.8	3	23	10	17	2.77	
Environment Non-Physical Work	X2.2.1	2	14	23	14	2.92	2.99
	X2.2.2	2	16	12	23	3.06	
Average Variable							2.90

Source : Data processed by the author with SmartPLS version 4 (2026)

Based on The results of the data in table 7 show that that respondents' responses to The Work Environment variable produced an average of 2.90. This result indicates that respondents' perceptions of the working environment conditions in the company are in the good and quite conducive category, although aspects in indicator X2.1.8 still need to be reviewed to improve work comfort.

Variables Satisfaction Work

Statistical test results table descriptive variables Job satisfaction can be seen in table 8.

Table 8. Respondents' Perceptions on Variables Satisfaction Work

Dimensions	Indicator	STS	TS	S	SS	Average Indicator	Average Dimensions
Work That Alone	Z1.1.1	3	11	21	18	3.02	2.97
	Z1.1.2	4	15	15	19	2.92	
Wages	Z1.2.1	5	14	19	15	2.83	2.96
	Z1.2.2	3	8	23	19	3.09	
Chance Promotion	Z1.3.1	3	10	21	19	3.06	3.05
	Z1.3.2	3	12	18	20	3.04	
Supervision	Z1.4.1	2	9	23	19	3.11	3.07
	Z1.4.2	4	10	20	19	3.02	

Work colleague	Z1.5.1	5	16	17	15	2.79	2.79
	Z1.5.2	3	20	15	15	2.79	
Average Variable							2.97

Source : Data processed by the author with SmartPLS version 4 (2026)

Based on The results of the data in table 8 show that that respondents' responses to Satisfaction variable Work produces an average of all indicators in the Job Satisfaction Variable (Z) resulting in a total average value of 2.97. This figure shows that overall employees have a good and positive level of job satisfaction, although the aspect of relationships with colleagues (dimension 5) is the main evaluation note to be immediately improved by company management.

Employee Performance Variables

Statistical test results table descriptive variables Employee performance can be seen in table 9.

Employee Performance Variables							
Dimensions	Indicator	STS	TS	S	SS	Average Indicator	Average Dimensions
Quality	Y.1.1	1	15	23	14	2.94	3.00
	Y.1.2	2	14	16	21	3.06	
Speed	Y.2.1	2	13	18	20	3.06	3.00
	Y.2.2	5	10	21	17	2.94	
Initiative	Y.3.1	3	16	20	14	2.85	2.85
	Y.3.2	3	16	20	14	2.85	
Ability	Y.4.1	1	12	17	23	3.17	2.91
	Y.4.2	5	21	15	12	2.64	
Communication	Y.5.1	1	18	17	17	2.94	2.99
	Y.5.2	0	17	17	19	3.04	
Average Variable							2.95

Source : Data processed by the author with SmartPLS version 4 (2026)

Based on The results of the data in table 9 show that that respondents' responses to performance variables employee yielding an average of **2.95** . This cumulative score proves that employee performance is considered good and satisfactory, with an important note on indicator Y.4.2 which requires management attention in the form of regular training to optimize future performance results .

Testing Validity Convergent Validity

Validity test convergent done with count validity convergent . Validity convergent known through *loading factor* and *Average Variance Extracted (AVE)*. Test results validity convergent with *loading factors* are presented in table 10.

Table 10. Indicators Validity (Outer loadings) and Convergent Validity (AVE)

Latent Variables	Construct Variables	Loading (>0.70)	AVE(>0.5)
X1 Work motivation	X1.1	0.723	0.583
	X1.2	0.791	
	X1.3	0.749	
	X1.4	0.760	
	X1.5	0.784	
	X1.6	0.801	
	X1.7	0.760	
	X1.8	0.746	
	X1.9	0.803	
	X1.10	0.709	
X2 Work Environment	X2.1.1	0.743	0.589
	X2.1.2	0.733	
	X2.1.3	0.736	
	X2.1.4	0.750	
	X2.1.5	0.776	
	X2.1.6	0.796	
	X2.1.7	0.771	
	X2.1.8	0.769	
	X2.2.1	0.759	
	X2.2.2	0.833	
Z Job Satisfaction	Z1.1.1	0.802	0.610
	Z1.1.2	0.821	
	Z1.2.1	0.824	
	Z1.2.2	0.756	
	Z1.3.1	0.741	
	Z1.3.2	0.790	
	Z1.4.1	0.747	
	Z1.4.2	0.802	
	Z1.5.1	0.750	
	Z1.5.2	0.771	
Y Employee Performance	Y.1.1	0.786	0.576
	Y.1.2	0.746	
	Y.2.1	0.731	
	Y.2.2	0.752	
	Y.3.1	0.759	
	Y.3.2	0.827	
	Y.4.1	0.710	
	Y.4.2	0.782	
	Y.5.1	0.748	
	Y.5.2	0.739	

Source: Research data processed using SmartPLS software version 4 (2026)

Based on table 10, results outer loadings testing shows that all over indicators for each variable own loading factor value above 0.70. In the variable Motivation Work (X1), outer

loading value ranges between 0.709–0.803. Environmental Variables Work (X2) has outer loading value between 0.733–0.833. Furthermore, the variable Satisfaction Work (Z) has outer loading values range from 0.741–0.824, while Employee Performance variable (Y) has outer loading value between 0.710–0.827. With Thus, all indicator has fulfil criteria validity convergent Because own higher loading factor value big from 0.70, so that every indicator stated capable reflect the construct it measures with Good.

Structural Model Test Results (*Inner Model*)

Structural model testing was carried out to assess the coefficient of determination (R^2), Effect Size (f^2), Predictive Relevance Value (Q^2), T-statistics. The coefficient of determination (R^2) was used to determine the magnitude the ability of endogenous variables to explain the diversity of exogenous variables. Or in other words, to find out the extent of the contribution of exogenous variables to endogenous variables. The R^2 results can be seen in Table 11.

Table 11. R^2 Value

Variables	<i>R-Square</i>	<i>R-Square Adjusted</i>	Information
Job Satisfaction (Z)	0.308	0.280	Weak
Performance Employee (Y)	0.667	0.646	Moderate

Source : Data processed by the author with SmartPLS version 4 (2026)

In Table 11, it shows that mark *R-Square* on variables Satisfaction Work (Z) is 0.308 or 30.8%, mark the including in category *Weak*. Furthermore, the *R-Square* value for the Employee Performance variable (Y) is 0.667 or 66.7%. This is show that Employee Performance Variation can explained by variables Work Motivation (X1), Work Environment (X2), and Satisfaction Work (Z) is 66.7%, while the remaining 33.3% explained by other factors outside the research model.

Then, *Effect Size* (f^2) is used For know size proportion variable *variance* exogenous to endogenous variables. The results of f^2 can seen in Table 12.

Table 12. Test Results *Effect Size* (f^2)

Latent Variables	<i>f-square</i>	Information
X1 Work motivation -> Y Employee performance	0.147	Small
X1 Work motivation -> Z Job Satisfaction	0.281	Currently
X2 Work Environment -> Y Employee Performance	0.585	Big
X2 Work Environment -> Z Job Satisfaction	0.235	Currently
Z Job Satisfaction -> Y Employee Performance	0.362	Big

Source : Data processed by the author with SmartPLS version 4 (2026)

Research result show that variables Motivation Work to Satisfaction Work own the effect size value is 0.281 which is included in category moderate. The effect size results show that the work environment and job satisfaction have a large influence on employee performance, while work motivation has a smaller influence. In addition, it is used mark

Q^2 predict to assess the predictive relevance of the model . According to Hair et al. (2022), the interpretation of the Q^2 predict value in study This can seen in table 13.

Table 13. Q^2 predict values

Latent Variables	Q^2 predict	RMSE	MAE	Information
Z Job Satisfaction	0.168	0.957	0.689	Currently
Y Employee Performance	0.461	0.771	0.516	Big

Source : Data processed by the author with SmartPLS version 4 (2026)

Based on Table 13 , the Q^2 predict value for the endogenous variable Z Job Satisfaction is 0.168. This value is greater than 0 and is above the 0.15 limit, indicating that the model has medium predictive relevance in predicting the Job Satisfaction variable.

Testing Reliability

Reliability testing is used to determine the consistency of research instruments, so that always consistently used to collect data. The results of *the composite reliability* and *Cronbach alpha* calculations can be seen through the summary presented in table 14

Table 14. Testing Reliability

Dimensions	Cronbach's Alpha	Note	Composite Reliability	Note
X1 Work motivation	0.922	Reliable	0.936	Reliable
X2 Work Environment	0.923	Reliable	0.929	Reliable
Y Employee Performance	0.918	Reliable	0.92	Reliable
Z Job Satisfaction	0.929	Reliable	0.933	Reliable

Source : Data processed by the author with SmartPLS version 4 (2026)

Based on the data in Table 14 , it can be seen that *the Cronbach's alpha value* is greater than 0.7, and the *composite reliability value* is greater than 0.7. Referring to Hair et al. (2021), the minimum required *Cronbach's alpha* and *composite reliability values* are 0.7 for a construct to be considered reliable. Therefore, based on these calculations, all indicators are declared reliable or consistent in measuring their variables.

Testing Hypothesis

Testing significance used For test There is whether or not influence variables exogenous to endogenous variables . Test results significance and model can known through table 15.

Table 15. Test Results Hypothesis In a way Partial

Influence	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 Work motivation -> Y Employee performance	0.254	2,164	0.031	X1 Work motivation -> Y Employee performance	0.254
X2 Work Environment -	0.497	4,460	0.000	X2 Work	0.497

Influence	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
> Y Employee Performance				Environment -> Y Employee Performance	
Z Job Satisfaction -> Y Employee Performance	0.418	3,590	0.000	Z Job Satisfaction -> Y Employee Performance	0.418
X1 Work motivation -> Z Job Satisfaction	0.446	3,550	0.000	X1 Work motivation -> Z Job Satisfaction	0.446
X2 Work Environment -> Z Job Satisfaction	0.408	3,004	0.003	X2 Work Environment -> Z Job Satisfaction	0.408

Source : Data processed by the author with SmartPLS version 4 (2026)

The results of the hypothesis testing indicate that work motivation has a positive and significant effect on employee performance, the work environment has a positive and significant effect on employee performance, and job satisfaction has a positive and significant effect on employee performance. Furthermore, work motivation and the work environment also have a positive and significant effect on job satisfaction. The results of the indirect effect testing indicate that job satisfaction mediates the influence of work motivation and the work environment on employee performance.

1. The Influence of Work Motivation on Employee Performance

Work motivation has a positive and significant impact on employee performance. This finding indicates that higher work motivation leads to better employee performance. However, the direct contribution of work motivation is relatively small compared to other variables in the model.

2. The Influence of Work Environment on Employee Performance

The work environment has a positive and significant impact on employee performance. This indicates that comfortable, safe, and supportive working conditions can directly improve employee effectiveness. Of all the variables tested, the work environment had the most dominant influence on employee performance.

3. The Influence of Job Satisfaction on Employee Performance

Job satisfaction has a positive and significant impact on employee performance. This means that employees who are satisfied with their jobs tend to demonstrate higher levels of commitment, dedication, and performance. This finding confirms that job satisfaction is a crucial factor in improving performance.

4. The Influence of Work Motivation on Job Satisfaction

Work motivation has a positive and significant effect on job satisfaction. These results indicate that positive work motivation, both internal and external, can increase employee satisfaction with their jobs.

5. The Influence of Work Environment on Job Satisfaction

The work environment has a positive and significant impact on job satisfaction. The better the physical and non-physical conditions of the work environment, the higher the job satisfaction experienced by employees.

6. The Role of Satisfaction Work in Mediating Influence Motivation Work on Employee Performance

Job satisfaction has been shown to mediate the influence of work motivation on employee performance and the influence of the work environment on employee performance. This suggests that increasing motivation and a positive work environment will be more effective in boosting performance if they first create job satisfaction.

7. The Role of Job Satisfaction in Mediating the Influence of Work Environment on Employee Performance

A conducive work environment is a crucial factor in creating employee job satisfaction. When employees feel comfortable with both the physical and non-physical conditions of the workplace, they tend to display a more positive attitude toward their work. This sense of satisfaction ultimately results in increased employee enthusiasm, dedication, and performance quality.

CONCLUSION AND SUGGESTIONS

Based on results data analysis and discussion in chapter previously about influence motivation work and environment Work to performance employee through satisfaction Work as variables mediation at KJPP Andi Tiffani and Partners, then conclusions that can be drawn taken is as following :

1. Motivation Work influential positive and significant to performance employees . Improvement motivation Work in a way real will followed by an increase performance employees . Although give significant influence , contribution direct motivation work at the level structural classified as small compared to variables other.
2. Environment Work influential positive and significant to performance employees. The more conducive and quality environment work provided by the agency , then performance produced by employees will increase in a way massive . Environment Work proven own contribution structural largest and most dominant in jack up performance in a way direct.
3. Satisfaction Work influential positive and significant to performance employees. The more tall level perceived satisfaction employee to his work, then commitment and performance dedicated work for agency will increasingly optimal.

4. Motivation Work influential positive and significant to satisfaction work . Encouragement strong motivation, good both internally and externally external, proven capable give good and proportional contribution in create a sense of satisfaction in self employee during operate his duties.
5. Environment Work influential positive and significant to satisfaction work. Eligibility means physique and harmony non- physical atmosphere in a place Work give enough influence Good in look after stability employee job satisfaction.
6. Satisfaction Work influential positive and significant in mediate influence motivation Work to employee performance. This shows that high motivational stimulus will moreover formerly form satisfaction psychological in work, which then move energy positive employee For produce superior performance.
7. Satisfaction Work influential positive and significant in mediate influence environment Work to performance employees . Findings This indicates that environment adequate work will absorbed as form fulfillment satisfactory facilities, so that boost employee morale For reply to it through contribution optimal performance.

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