

THE EFFECT OF THE WORKING ENVIRONMENT ON EMPLOYEE PERFORMANCE AND WORK MOTIVATION AS INTERVENTION VARIABLES

Bakri Soamole¹ and Nurul Sabrina Dewi S. Sandry²

E-mail: Bakrysoamole@Unkhair.ac.id; Nurulsabrinadewis.sandry@gmail.com

^{1,2}Faculty of Economics and Business, Universitas Khairun Ternate

Address: Jalan Raya Pertamina, Campus II Gambesi, Ternate, Indonesia

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ABSTRACT

This study aims to examine the effect of the work environment on employee performance, with work motivation serving as an intervening variable. The population of this study consisted of employees working at the General Affairs Bureau of the Regional Secretariat of North Maluku Province, with a total sample of 102 respondents. Data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. The results indicate that the work environment has a positive and significant effect on employee performance. The work environment also has a positive and significant effect on work motivation. Furthermore, work motivation has a positive and significant effect on employee performance. The findings also demonstrate that work motivation positively mediates the relationship between the work environment and employee performance. These results suggest that creating a conducive work environment and strengthening employee motivation are important factors in improving employee performance.

INTRODUCTION

Human resources (HR) are a key factor in the management of an organisation or institution (Rofiq and Hasan, 2021). To achieve its objectives, an organisation requires human resources to manage its systems. The era of globalisation presents a number of challenges relating to HR management. Every organisation is required to have high-quality HR with strong competitiveness so that it can serve as the driving force to compete with its rivals amidst an increasingly dynamic environment of change (Hanum, 2020). High-quality human resources are those capable of demonstrating work behaviour that leads to the realisation of an organisation's aims and objectives; in other words, how to manage human resources in a way that leads to good performance (Anwar, 2017).

Performance is a central factor in management's role in running an organisation; therefore, for organisational leaders, staff performance is of paramount importance as it serves as a benchmark for success in managing the organisation they lead. Performance is the achievement of staff work outcomes, based on both quality and quantity, as a measure of work performance over a specific period, in line with their duties and responsibilities (Mangkunegara, 2014).

According to Soetjipto (2008), a pleasant working environment is vital for improving staff performance; thus, a working environment is considered good when staff are able to make a significant contribution to the organisation, both directly and indirectly, towards its progress. This working environment encompasses the workplace itself, facilities and work aids, cleanliness, lighting, tranquillity, as well as working relationships between the people present there (Sutrisno, 2010). The physical conditions of the office—such as lighting, air temperature, etc.—can foster a conducive atmosphere and boost morale, thereby influencing staff performance (Sedarmayanti, 2001).

Motivation is the process of being willing to exert a high level of effort to achieve organisational goals, conditioned by the ability of that effort to satisfy the needs of a number of individuals (Ghozali, 2017). According to Febrianingsih (2019), if a person possesses positive psychological drive, this will result in good behaviour; consequently, the level of effort applied to their work will also be high, and they will persevere in tackling problems at work. Even though some employees are constantly under pressure in their work, they will still perform well. Motivation is the driving force that causes employees to be willing and eager to utilise their abilities—in the form of expertise or skills, energy and time—to carry out the various activities for which they are responsible and to fulfil their duties, with a view to achieving the organisation's goals and objectives (Siagian, 2019).

Staff performance is often called into question in the execution of their core duties and functions. This relates to the quantity and quality of work, the use of time, cooperation and attendance. With regard to the quality and quantity of work, there are still some staff members who do not fully understand their core duties, resulting in work that is neither effective nor efficient; whilst regarding the use of time, there are still employees who do not work in accordance with time standards; tasks that could be completed quickly are instead carried out over a long period, such as the preparation of reports; there is a lack of time discipline and non-compliance with established rules; and there is a perception that the time factor is not usually considered a crucial and decisive element in government work. This is in line with the findings obtained by the researcher during observations carried out from September until Friday, 6 January 2026, at the Government Section of Jailolo Sub-district, West Halmahera Regency.

Staff performance has declined due to low work motivation and an uncomfortable working environment. This is evidenced by a number of symptoms, including a backlog of work and a tendency to constantly pass on tasks to other staff members for whom they are not responsible, as well as failing to arrive on time for work and, whilst at work, frequently prioritising personal matters over their primary duties, and leaving work at their own discretion. Problems occurring in the General Affairs Bureau of the North Maluku Provincial Secretariat include staff arriving late for work due to the high cost of transport from their homes to the workplace, the fact that the majority of staff come from outside the region, and a lack of facilities and infrastructure as well as inadequate human resources.

These symptoms indicate that staff performance has not yet reached its full potential and therefore fails to meet service standards; specifically, staff are slow to respond to work reports and frequently neglect their duties, meaning that tasks expected to be completed on time cannot be carried out. The service standards for the work carried out by staff are designed to serve the public promptly and efficiently; good service makes the work easier and elicits a positive response from the public. As the General Affairs Bureau is responsible for the procurement of goods and services, it is necessary to improve staff performance so that work can run smoothly and in line with job requirements. The service provided by staff at the General Affairs Bureau of the North Maluku Provincial Secretariat is considered slow due to a lack of discipline and commitment amongst staff; consequently, their performance poses a challenge for the West Halmahera District Government in improving staff performance. Therefore, improvements need to be made to human resource management.

Based on the phenomena and several previous studies (research gaps) that have been outlined, the researcher was able to analyse and explore the influence of the work environment on employee performance, with work motivation serving as an intervening variable. According to Nasution et al. (2018), the work environment has a positive and significant influence on employees' work motivation. The results of the analysis indicate that the work environment has a positive and significant effect on work motivation. This suggests that a favourable environment motivates

employees to work, whilst the opposite is true in this study. This finding supports previous research conducted by Erawati et al. (2019), whose results indicated that the work environment has a positive effect on work motivation.

This study, conducted by (Hafidzi et al. 2023), states that work motivation mediates the relationship between the work environment and employee performance. (Muin et al. 2023) state that work motivation mediates the relationship between the work environment and employee performance. However, in contrast to these findings, (Deviyana et al. 2023) state that work motivation does not mediate the relationship between the work environment and employee performance. (Nulhakim et al., 2023) state that work motivation does not mediate the relationship between the work environment and employee performance.

Research Objectives

Based on the background and research questions outlined above, the objectives of this study are as follows: (1) To determine whether the working environment has a positive effect on employee performance. (2) To determine whether the working environment has a positive effect on work motivation. (3) To determine whether motivation has a positive effect on employee performance. (6) To determine whether work motivation mediates the effect of the working environment on employee performance.

THEORETICAL FRAMEWORK

Employee performance

Employee performance plays a vital role for an organisation; if employees' performance is low, this will hinder the organisation's ability to achieve its objectives. Performance refers to the results of an employee's work, in terms of both quality and quantity, as a measure of work achievement over a specific period of time, in line with their duties and responsibilities (Mangkunegara, 2014). According to Moehariono (2014), performance is the outcome that can be achieved by an individual or group of people within an organisation, both qualitatively and quantitatively, in accordance with their respective authority, duties and responsibilities, in an effort to achieve the organisation's objectives in a lawful manner, without violating the law and in accordance with moral and ethical standards.

According to Sedarmayanti (2017), performance refers to a set of behaviours relevant to the objectives of the organisation or organisational unit in which a person works. Performance is what people actually do and can be observed. Employees who are able to apply their skills and knowledge to their work will be highly satisfied with that work. Employees tend to improve their performance in terms of both quality and quantity when their job satisfaction is met (Junaidi, 2021).

Work Environment

According to Nitsemito (2012), this refers to the surroundings of employees which can influence them in carrying out their assigned tasks. Wibowo (2011) states that the work environment influences comfort levels, thereby boosting staff performance. Jufrizen & Rahmadhani (2020) state that the work environment within an organisation requires attention, as it can influence employees' work morale. A work environment is considered favourable when employees are provided with a safe, comfortable and healthy atmosphere, enabling all tasks to be completed optimally, efficiently and to a high standard. Siagian & Khair (2018) state that the working environment comprises everything surrounding employees that can influence them in carrying out the duties assigned by the organisation. However, in general, the working environment refers to the conditions and atmosphere in which employees carry out their duties and work to the best of their ability.

Work Motivation

Work motivation is a set of attitudes and values that influence individuals to achieve specific goals in line with their personal objectives. These attitudes and values are an invisible force that drives individuals to achieve their goals. Furthermore, motivation can be defined as an individual's drive to take action because they wish to do so. When individuals are motivated, they will make positive choices to undertake certain actions because these satisfy their desires. Work motivation refers to the direction of behaviour, relating to the choices a person makes at work from among the many options available to them, whether appropriate or not (Adhari & Zelvian, 2021). According to Hasibuan (2016), motivation is important because it is what causes, channels and supports human behaviour, encouraging people to work diligently and enthusiastically to achieve optimal results.

Unmotivated employees typically put little or no effort into completing the necessary work, often doing the bare minimum without any desire to produce high-quality results, and regularly avoiding events or meetings at work. Without a spark of creativity, they lack the motivation to perform. The tricky part about motivation is that every employee has different triggers that inspire them, and employers need to work hard to identify ways to motivate each individual based on their personal desires and needs (Aliyyah et al., 2021). According to Robbins (2002), motivation is the desire to act as a willingness to exert a high level of effort towards organisational goals, which is conditioned by the ability of that effort to satisfy an individual need. Motivation is the willingness to exert a high level of effort towards organisational goals, conditioned by the ability of that effort to satisfy certain individual needs (Robbins, 2000).

Motivation is a concept used to describe the inner drives that arise within an individual and ultimately drive or direct that individual's behaviour (Tohardi, 2008). According to Kadarisman (2012), work motivation is the inner drive or impetus that prompts a person to behave and work diligently and effectively in accordance with the tasks and duties assigned to them.

Framework

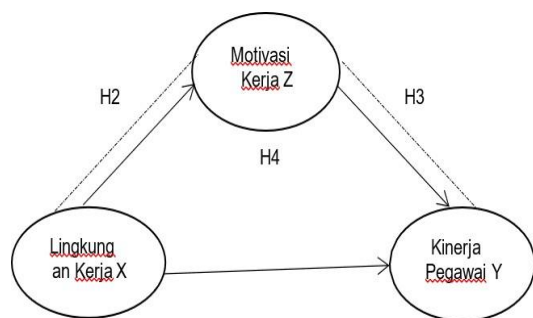


Figure 1: Conceptual Framework

Hypotheses:

1. The work environment has a positive effect on employee performance (H1).
2. The work environment has a positive effect on work motivation (H2).
3. Work motivation has a positive effect on employee performance (H3).
4. The work environment has a positive effect on employee performance, with work motivation acting as an intervening variable (H4).

RESEARCH METHODOLOGY

Research Location and Timeframe

This research was conducted at the West Halmahera Regency Government Office. The research took place from September to February 2026. The West Halmahera Regency Government is the administrative centre of the West Halmahera Regency; the West Halmahera Regency Government Office is one component of this administrative structure.

Population and Sample

The population for this study comprises all civil servants within the sub-district administration of West Halmahera Regency. Sugiyono (2019) states that this study employed probability sampling, specifically a saturated sample. The reason this study utilised a saturated sample is that the population is relatively small; the sample size was drawn from the entire population, comprising 102 respondents.

Type and Sources of Data

The data in this study is quantitative, i.e. numerical data to be analysed using statistical methods. The sources of data used in this study are primary data—data obtained directly by the researcher through the distribution of questionnaires to respondents at the Regional Secretariat of North Maluku Province—and secondary data, which consists of civil servant records. Data Collection Techniques and Methods of Analysis The data collection technique used in this study involved a questionnaire-based survey, utilising a quantitative data analysis method tested using SEM PLS.

RESEARCH FINDINGS AND DISCUSSION

Convergent Validity

Convergent validity is a measure of the validity of reflective indicators as measures of variables, which can be observed from the outer loadings of each variable's indicators. An indicator is considered valid if it explains its construct variable with a value > 0.7 , commonly referred to as the 'rule of thumb' (Ghozali and Latan, 2015). Meanwhile, indicators with values below 0.7 should be removed. Validity is confirmed if the scores obtained from two different instruments measuring the same construct show a high correlation. The results of the outer loadings are presented in the table below

Table 1. Average Variance Extracted (AVE) values for Employee Performance, Work Environment, and Work Motivation

Average Variance Extracted (AVE)	
Construct	AVE
Employee Performance	0.628
Work Environment	0.623
Work Motivation	0.746

An indicator is considered valid when it meets the required validity criteria. Another method for assessing convergent validity is by examining the Average Variance Extracted (AVE) value and the square root of the AVE. The validity of each construct can also be assessed by comparing the square root of the AVE with the correlations between constructs. A construct is considered to have adequate convergent validity if its AVE value is greater than 0.50. Therefore, constructs with AVE values above 0.50 are considered valid because they are able to explain more than 50% of the variance of their respective indicators.

Table 2. Outer Loading Values of the Research Constructs

Indicator	Work Environment (X1)	Work Motivation (X2)	Job Satisfaction (Z)	Employee Performance (Y)
X.1	0.794			
X.2	0.843			
X.3	0.806			
X.4	0.773			
X.6	0.725			
Y.1				0.764
Y.2				0.792
Y.3				0.828
Y.4				0.791
Y.5				0.785
Z.1			0.828	
Z.2			0.907	
Z.3			0.873	
Z.4			0.846	

The outer loading results show that all indicators of the Employee Performance (Y) variable have factor loading values above 0.70. Specifically, the factor loading values are 0.766, 0.793, 0.826, 0.789, and 0.786, respectively. These values meet the recommended threshold of 0.70, indicating that all indicators of Employee Performance have adequate convergent validity. The Job Satisfaction (Z) variable has factor loading values of 0.801, 0.880, 0.856, 0.854, and 0.669, respectively. Most indicators have factor loading values above 0.70. However, the fifth indicator has a loading value of 0.669, which is slightly below the recommended threshold of 0.70. Nevertheless, a loading value between 0.60 and 0.70 can still be considered acceptable in exploratory research, particularly when the overall construct validity and reliability meet the required criteria. The Work Environment (X1) and Work Motivation (X2) variables can also be evaluated based on their respective outer loading values. Indicators with loading values above 0.70 are considered to have adequate convergent validity because they demonstrate a strong relationship with their respective constructs.

Average Variance Extracted (AVE)

Based on the AVE results, all constructs have AVE values above the recommended minimum threshold of 0.50. This indicates that the constructs, namely Work Environment (X1), Work Motivation (X2), Job Satisfaction (Z), and Employee Performance (Y), meet the criteria for convergent validity. In other words, each construct is able to explain more than 50% of the variance of its respective indicators. Therefore, the measurement model demonstrates adequate convergent validity and can be used for further analysis.

Reliability Test

The criterion typically used to assess construct reliability is that the composite reliability must be greater than 0.7 for confirmatory research, whilst a value of 0.6–0.7 is still acceptable for exploratory research (Ghozali and Latan, 2015:75). From the SmartPLS output shown above, all constructs have a composite reliability value above 0.6 and a Cronbach's alpha above 0.6. It can therefore be concluded that the constructs possess good reliability, in line with the view of Hair et al. (2011) that, “as a rule of thumb, the alpha value or composite reliability should be greater than 0.7, although a value of 0.6 is still acceptable”.

Table 3 Composite Reliability and Cronbach's Alpha

Construct	Cronbach's alpha	Composite reliability (rho _a)
Employee Performance	0.852	0.853
Work Environment	0.848	0.855
Work Motivation	0.886	0.889

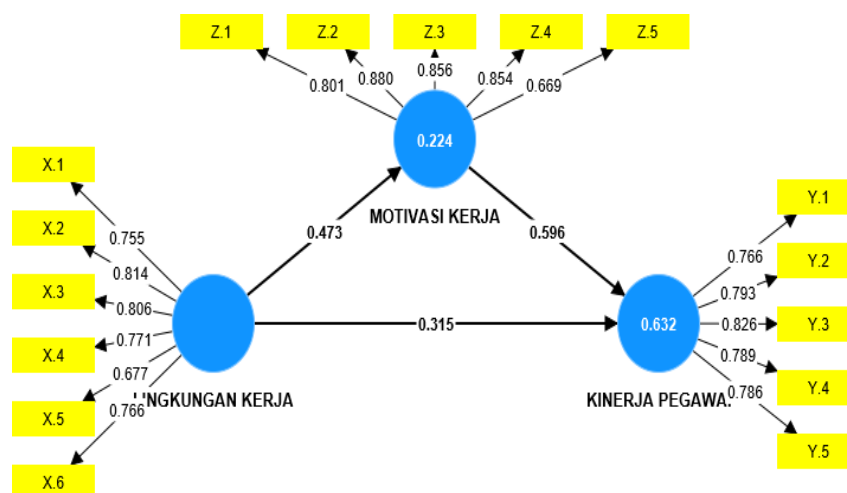


Figure 2. PLS Algorithm Results (Path Coefficients)

Based on the PLS Algorithm results shown in the figure above and the bootstrapping results shown above, it can be concluded that, following the validity and reliability tests, the path coefficient factor loadings for each - for each indicator of the work environment variable, in relation to employee performance and work motivation, were greater than 0.7, and the T-statistic values for the factor loadings of each work environment indicator in relation to employee performance and work motivation were less than 1.96.

Based on Table 3, the R-squared value for the Employee Performance (Y) variable is 0.603, which means that this percentage indicates the Work Environment variable accounts for 60 per cent of the variation in Employee Performance, whilst the remaining 40 per cent is influenced by other variables not examined in this study.

Meanwhile, the R-squared value for the work motivation variable (Z) is 0.217, which indicates that the work environment variable accounts for 21 per cent of the variation in work motivation, whilst the remaining 79 per cent is influenced by other variables not examined in this study.

The evaluation of the PLS structural model begins by examining the R-squared values for each latent dependent variable in the table below:

Table 4
R-Square and Adjusted R-Square Values

Construct	R-square	R-square adjusted
Employee Performance	0.603	0.595
Work Motivation	0.217	0.209

Hypothesis Testing

Testing the structural equation model serves to explain the relationships between the variables in the study. To assess the significance of the predictive model in this test, one can examine the t-statistic value between the independent and dependent variables. The table of path coefficients in the SmartPLS output is as follows:

Table 5
Path Coefficients (Mean, STDEV, t-value)

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (O/STDEV)	P-values
Lingkungan Kerja → Kinerja Pegawai	0.358	0.358	0.069	5.124	0.000
Lingkungan Kerja → Motivasi Kerja	0.466	0.478	0.083	5.600	0.000
Motivasi Kerja → Kinerja Pegawai	0.546	0.546	0.064	8.554	0.000

The path coefficient or inner model values indicate the level of significance in hypothesis testing; the following is an explanation of the path coefficient results:

- a) The test results indicate a positive relationship between the work environment and employee performance, with a positive effect and a T-statistic of $5.124 > 1.65$ because the calculated T-value is greater than the critical T-value, and the P-value (0.000) is less than 0.05; therefore, H_0 is accepted and H_a is rejected. This indicates that the work environment has a positive effect on employee performance at the Subdistrict Government Office in West Halmahera Regency.
- b) The test results indicate a positive and significant relationship between the work environment and work motivation, with a significant T-statistic value of $5.600 > 1.65$ because the calculated T-value is less than the critical T-value, and the P-value (0.000) is less than 0.05; therefore, H_0 is accepted and H_a is rejected. This indicates that the work environment has a positive effect on work motivation among government employees at the subdistrict offices in West Halmahera Regency.
- c) The test results indicate a positive relationship between work motivation and employee performance, with a T-statistic of $8.554 > 1.65$ because the calculated T-value is greater than the critical T-value, and the P-value (0.000) is less than 0.05; therefore, H_0 is accepted and H_1 is rejected. This indicates that work motivation has a positive effect on employee performance at the Subdistrict Government Office in West Halmahera Regency.

Table 6
**Indirect Effects between Exogenous and Endogenous Variables
via Intervening Variables**

Path	Original sample (O)	Sample mean (M)	Std deviation (STDEV)	T-statistics (O /STDEV)	P-value
Lingkungan Kerja → Motivasi Kerja → Kinerja Pegawai	0.255	0.260	0.051	5.00	0.000

Note: The results show that Work Environment has an indirect effect on Employee Performance through Job Satisfaction, with a path coefficient of 0.255, a t-statistic of 5.00, and a p-value of 0.000. Since the t-statistic is greater than 1.96 and the p-value is less than 0.05, the indirect effect is statistically significant.

The table above shows that:

a) The table above shows that: (1) The direct effect of the working environment (X) on employee performance (Y) has a T-statistic value (5.000) > 1.65, which means that work motivation can act as a mediator between the working environment (X) and employee performance (Y). Therefore, the mediation effect hypothesis (H4) is accepted. This implies that work motivation amongst employees at the General Affairs Bureau of the North Maluku Provincial Secretariat can act as a mediator between the perceived work environment as experienced by employees.

Discussion

The Influence of the Working Environment on Employee Performance

Based on the results of the first hypothesis test examining the relationship between the working environment and employee performance using PLS-SEM, it was found that there is a positive influence of the working environment on employee performance at the General Affairs Bureau of the North Maluku Provincial Secretariat. The findings of this study indicate that a clean, quiet and comfortable working environment can enhance employee performance. This proves that the work environment is capable of improving employee performance; therefore, H1 is accepted.

The work environment is a place where all employees carry out their daily work activities. A conducive work environment that meets the standards required by employees can improve performance and increase motivation to complete their work whilst carrying out their primary duties. The test results show that the effect of the working environment on staff performance is significant, with a t-statistic of 5.124 > 1.65 (as the calculated t-value > exceeds the critical t-value), and a p-value (0.000) > 0.05; therefore, H₀ is accepted and H₁ is rejected. This indicates that the work environment has a significant effect on employee performance at the General Affairs Bureau of the North Maluku Provincial Secretariat.

The work environment is one of the factors in improving employee performance; the work environment within an organisation refers to the working conditions that provide a comfortable atmosphere and situation for employees to achieve the objectives set by that organisation (Kusuma et al., 2020). This is supported by the findings of a study conducted by Tamali and Munasip (2019), which stated that the work environment has a significant effect on employee performance.

The test results show that the effect of the working environment on staff performance is significant, with a t-statistic of $5.124 > 1.65$ (as the calculated t-value > exceeds the critical t-value), and a p-value ($0.000 > 0.05$); therefore, H_0 is accepted and H_1 is rejected. This indicates that the work environment has a significant effect on employee performance amongst civil servants in the sub-districts of West Halmahera Regency.

The work environment is one of the factors in improving employee performance; the work environment within an organisation refers to the working conditions that provide a comfortable atmosphere and situation for employees to achieve the objectives set by that organisation (Kusuma et al., 2020). This is supported by the findings of a study conducted by Tamali and Munasip (2019), which stated that the work environment has a significant effect on employee performance.

The Influence of the Working Environment on Work Motivation

Based on the results of testing the second hypothesis regarding the relationship between the working environment and work motivation using PLS-SEM, it was found that there is a positive influence of the working environment on work motivation amongst civil servants in the sub-districts of West Halmahera Regency. The findings of this study suggest that a comfortable working environment, free from high work pressure, can enhance work motivation. This proves that the work environment is capable of enhancing work motivation; therefore, H_2 is accepted.

The work environment is the place where all employees carry out their primary duties as workers. A clean work environment, where all necessary equipment is provided, can enhance work motivation in completing all tasks within the timeframe set by their superiors. Work motivation is a drive that originates from within the individual and from factors within the work environment.

In accordance with the test results, there is a significant influence of the work environment on work motivation, where the T-statistic is $5.600 > 1.65$ (as the calculated T-value is greater than the critical T-value), and the P-value (0.000) is less than 0.05 ; therefore, H_0 is accepted and H_a is rejected. This indicates that the work environment has a significant influence on work motivation within the office. West Halmahera Regency Sub-district Government.

Management must pay close attention to the working environment within an organisation. A good working environment is one that is safe, peaceful, clean, quiet, well-lit and free from all kinds of threats and disturbances that may prevent staff from working to their full potential. This is supported by the findings of a study conducted by Aktarina (2015), which states that the working environment influences performance motivation.

The Effect of Work Motivation on Employee Performance

Based on the results of testing the third hypothesis regarding the relationship between work motivation and employee performance using SEM-PLS, it was found that there is a positive relationship between work motivation and employee performance at the General Affairs Bureau of the North Maluku Provincial Secretariat. The results of this study suggest that high levels of work motivation and a sense of commitment to one's work can enhance employee performance. This demonstrates that work motivation is capable of improving employee performance; therefore, H_3 is accepted.

Work motivation is a term that is often heard and constantly spoken of; it must be cultivated from within oneself and put into practice in daily life. Work motivation must be maintained and prioritised when carrying out tasks, so that work can be undertaken with ease, completed on time, and lead to an improvement in staff performance.

The test results indicate that there is a significant relationship between work motivation and staff performance, where the t-statistic of 8.554 is greater than 1.65 because the calculated t-value is greater than the critical t-value, and the p-value (0.000) is less than 0.05; therefore, H_0 is accepted and H_1 is rejected. This indicates that work motivation has a significant effect on employee performance at the sub-district government office in West Halmahera Regency.

According to Widodo and Widiatmanja (2019), there is a significant relationship between motivation and performance, as performance depends on motivation and appropriate motivated behaviour. This is reinforced by the findings of a study conducted by Sembiring et al. (2021), which states that work motivation has a significant effect on employee performance.

The Effect of Work Motivation Mediated by the Work Environment on Employee Performance

Based on the results of testing the fourth hypothesis—examining the relationship between work motivation (mediated by the work environment) and employee performance using PLS-SEM—it was found that work motivation has a positive effect, mediated by the work environment, on employee performance within the sub-district administration of West Halmahera Regency. The results of this study indicate that higher levels of work motivation positively influence employee performance.

This demonstrates that work motivation, through the work environment, influences employee performance; therefore, H_4 is accepted. Work motivation is key to improving work performance; with high work motivation and a strong work ethic, difficult tasks become easier to manage and can be completed effortlessly and on time.

The test results show that the influence of work motivation, which mediates through the work environment, has a positive effect on civil servant performance, with a T-statistic of $5.000 > 1.65$ (as the calculated T-value is greater than the critical T-value), and a P-value $(0.000) > 0.05$; therefore, H_0 is rejected and H_a is accepted. This indicates that work motivation, mediated by the work environment, has a significant effect on employee performance at the Sub-district. Government Office of West Halmahera Regency.

According to Wibowo and Widiatmanja (2019), performance is a management style focused on managing resources in a performance-oriented manner, which involves open and continuous communication whilst creating a strategic approach as a driving force to achieve organisational goals; this also constitutes the working environment as a motivator for employees. This is reinforced by the findings of a study conducted by Surjosuseno (2015), which concluded that the working environment and work motivation together have a positive and significant influence on performance.

Conclusion

Based on the results and discussion presented in this study, the following conclusions can be drawn. First, the Work Environment has a positive and significant effect on Employee Performance. This indicates that a better and more conducive work environment can directly improve employee performance. Second, the Work Environment has a positive and significant effect on Work Motivation. This means that improvements in the work environment can encourage employees to have higher levels of work motivation. Third, Work Motivation has a positive and significant effect on Employee Performance, indicating that employees with higher levels of work motivation tend to demonstrate better performance. Fourth, Work Motivation significantly mediates the relationship between the Work Environment and Employee Performance. This indicates that a conducive work environment can improve employee performance both directly and indirectly through increased work motivation.

Recommendations

Based on the results and conclusions of this study, several recommendations can be proposed. The organization should continuously improve and maintain a conducive work environment to support employee performance and motivation. Particular attention should be given to the availability and adequacy of workplace facilities, comfort, safety, and other physical aspects of the working environment. Improving these aspects can create better working conditions and encourage employees to perform more effectively. In addition, management should develop programs and strategies that can strengthen employee motivation, such as providing appropriate recognition, opportunities for development, clear responsibilities, and a supportive working atmosphere. For future researchers, further studies are recommended to examine other variables that may influence Employee Performance and to use a broader sample or different organizational settings to provide more comprehensive findings.

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