

The Role of Motivation on Employee Performance With Work Environment Mediaton

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Abstract

This study aims to test whether the work environment variable acts as a mediator in the relationship between employee motivation and performance. The population in this study were employees of Survey Center X located in Bandung. The determination of the number of samples was carried out using probability random sampling techniques and calculations based on the Slovin formula, so that the number of samples was 111 respondents. Data collection was carried out by distributing questionnaires to predetermined respondents. The collected data were then analyzed using the Process Macro Hayes mediation analysis method. The results of the hypothesis test showed that the indirect effect of motivation on employee performance through the work environment was significant and had a larger coefficient than the direct effect. This finding shows that the work environment is proven to significantly mediate the relationship between motivation and performance, so that the existence of a conducive work environment can improve employee performance optimally.

Keywords : motivation, performance, work environment

Introduction

In an organization, human resource management plays a very important role in determining the overall success of the organization. Human resource management, according to Bohlander et al. (2020:6), is a series of activities that include planning, organizing, implementing, and supervising the workforce in the organization. This activity aims to ensure that human resources can be managed effectively and efficiently to support the achievement of organizational goals. Meanwhile, performance is defined as the work results achieved by a person or group of people in an organization according to their respective roles and responsibilities, and is directed to achieve the established organizational goals. This is done without violating the law and still upholding moral and ethical values (Jufrizen & Sitorus, 2021). Thus, performance reflects how well an employee is able to carry out the tasks and responsibilities given. Performance is an important aspect in an organization because it reflects the extent to which employees are able to complete their tasks and produce quality work, even when they have to work under pressure (Sembiring, 2020:15). Another definition states that performance is the work results achieved by employees when they carry out tasks according to standards relevant to their role responsibilities (Robbins, 2016:260). Furthermore, Robbins states that

there are five main indicators in assessing employee performance, namely: (1) work quality, which indicates the extent to which work is done accurately and correctly; (2) work quantity, which reflects the amount of output produced; (3) timeliness, namely the ability to complete tasks according to a predetermined schedule; (4) efficiency, which measures how well resources are used to complete work; and (5) independence, namely the ability of employees to complete tasks without relying on other parties. In the context of human resource management, various factors are believed to influence performance, one of which is motivation. It is hoped that by increasing motivation, employee performance can be more optimal and contribute positively to achieving organizational goals.

The term "motivation" comes from the word "movore" in Latin which means movement or the desire to move. Motivation is understood as a drive that comes from within a person or group that encourages them to act in order to meet needs and achieve satisfaction with the results obtained. In the context of the world of work, motivation can be interpreted as a drive that can improve a person's work ethic, enable individuals to work efficiently, build strong interpersonal relationships, and carry out responsibilities with dedication and maximum effort in order to obtain satisfaction in their work (Hafidzi et al., 2019:53). Motivation is an important element that drives a person to behave or work optimally in order to achieve certain goals, both personal goals and organizational goals. In the theory of needs proposed by David McClelland, a person's work motivation is divided into three main categories of needs. First, the need for achievement (Need for Achievement - nAch), which is the drive to achieve high performance standards, take personal responsibility for completing tasks, and seek feedback on work results. Second, the need for affiliation (Need for Affiliation - nAff), which is the desire to establish warm and friendly relationships with others, and be accepted in social groups. Third, the need for power (Need for Power - nPow), which is the drive to influence, control, or direct the behavior of others in order to achieve certain goals. These three needs influence how a person behaves in the context of work, including how he motivates himself to achieve the desired results. By understanding these types of needs, organizations can design more effective managerial strategies in building employee motivation, which will ultimately have a positive impact on the overall performance and productivity of the organization. Other factors that are considered to be able to

improve performance are external factors, namely the work environment.

Human resources are a very important factor for the success of an organization. High levels of drive and motivation tend to increase employee work ethic, making it easier to achieve organizational goals. On the other hand, low motivation can reduce work ethic, which ultimately hinders the achievement of organizational goals. The results of research conducted by (Budiman et al., n.d, 2024; Selvi, 2024; Gunawan et al., 2020) found that motivation can improve employee performance. Another factor that is predicted to improve performance is the work environment. An employee will be able to work optimally if supported by a good work environment. (Rahayu, 2024: 39). The work environment is one of the important factors that can influence and improve employee performance. The physical elements around employees, such as the availability of air conditioning (AC), adequate lighting, and other supporting facilities, also determine the extent to which an employee can carry out their duties optimally (Darmadi, 2020). An unsupportive work environment not only impacts productivity, but can also affect the physical and mental health of employees while carrying out their duties (Bransen et al., 2022). According to Sedarmayanti (2019:66), the work environment includes all aspects that a person faces in the workplace, both in the form of physical conditions, the work system applied, and the applicable work structure, which includes individuals and work groups. In other words, the work environment is not only limited to physical aspects, but also concerns the atmosphere and social dynamics in the workplace. Furthermore, Sedarmayanti (2019:22) explains that there are seven main indicators that reflect the quality of the work environment, namely: (1) room lighting that is bright enough to support vision and work comfort; (2) indoor air temperature that is appropriate and does not interfere with concentration; (3) noise or sound levels that are within tolerance limits so as not to interfere with work focus; (4) selection of appropriate facilities and use of room colors that can create a pleasant work atmosphere; (5) arrangement of positions or work layouts between employees, including the placement of work aids, which are ergonomic and efficient; (6) a sense of security in carrying out work, both physically and psychologically; and (7) the creation of harmonious working relationships between employees that support effective cooperation and communication. Therefore, a well-designed work environment not only increases comfort, but can also have a positive impact on

employee performance and overall well-being.

The results of studies showing that the work environment has a positive and significant influence on employee performance have been put forward by several researchers, including Muzayyanah et al. (2024), Ulfa Ferliani et al. (2022), and Ahmad et al. (2022). In addition, a number of previous studies also show that both motivation and the work environment together provide a positive and significant contribution to improving employee performance. These findings were conveyed by Widiana and Heryanda (2023), (Rahayu et al., 2023) and Astuti and Rianto (2022), who stated that motivation and the work environment can positively influence employee performance. Likewise, the results of research conducted by (Adhisty et al., 2024), (Kurniawanto et al., 2025) and (Saputra, 2021) stated that motivation and the work environment have a positive and significant influence on performance. However, other research conducted by Dwi et al. (2021) stated that motivation does not have a positive and significant effect on performance. This difference in results shows that the influence of motivation and work environment on performance can vary depending on the organizational context, respondent characteristics, and work environment conditions that are the object of research. Therefore, a comprehensive approach is needed in understanding the factors that influence performance so that the research results can be used appropriately in managerial practice. Based on the explanation above, the author sees an opportunity to study the influence of motivation and work environment on employee performance, by referring to empirical evidence and scientifically accepted concepts. Therefore, the following analysis model and hypothesis formulation will be used as the basis for this study.

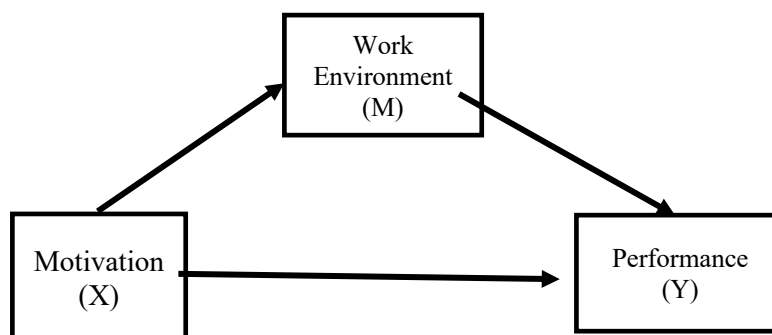


Figure 1. Research Analysis Model and Hypothesis

Based on the research model and analysis above, the hypotheses in this study are:

- H1: motivation has a positive and significant influence on the work environment
H2: motivation has a positive and significant influence on performance
H3: the work environment has a positive and significant influence on performance.
H4: motivation and work environment have a significant impact on performance.
H5: Work environment mediates the influence of motivation on performance.

Methods

This study is a descriptive quantitative study using mediation analysis based on the Hayes Process approach. Mediation analysis itself aims to determine whether the relationship between the independent variable (X) and the dependent variable (Y) is bridged by one or more intermediary variables (Mediation) called mediators. In this context, the process method used to test the significance of the indirect effect, Bootstrapping works by taking thousands of random samples from the original data to form a distribution of mediation effects and produce a confidence interval. If this interval does not include a zero value, then the mediation effect is considered significant. In its implementation, the researcher first prepares a conceptual framework and hypothesis based on previous theories and research, then collects data using an instrument in the form of a questionnaire measured on a Likert scale. The data is then processed through SPSS by adding Macro Process, where the researcher determines the variables X, M, and Y and the number of bootstrap samples. The results of this analysis include total effect, direct effect, and indirect effect. (Hayes, 2018).

Results and Discussion

Partial Test Results

Table Partial Test Table

	Coeff	Se	t	P
Motivation	0,5490	0,0646	8,4923	0,000

Source: data processing (2025)

Dependent variable: Work environment

Based on the results of the analysis shown in Table 1, it is known that the motivation variable has

a positive and significant influence on the work environment. This is indicated by the coefficient value of 0.5490 and the significance value (p-value) of 0.000 which is smaller than 0.05. Thus, the first hypothesis (H1), which states that motivation has a significant influence on the work environment, can be confirmed.

Table Results Partial Test

Variable	Coeff	Se	T	p
Motivation	0,1095	0,1097	0.9978	0,3206
Work Environment (Y)	0,2958	0,1261	2,3460	0,0208

Sumber: pengolahan data (2025)

Variabel dependen: Kinerja

Furthermore, Table 2 shows the influence of motivation on performance with a coefficient value of 0.1095 and a p value of 0.3206, which is greater than 0.05. This means that although motivation has a positive influence on performance, the influence is not statistically significant. Therefore, the second hypothesis (H2) cannot be confirmed. The results of testing the influence of the work environment on performance shown in Table 2 obtained a coefficient value of 0.2958 and a p value of 0.0208 (<0.05). This means that the work environment has a positive and significant influence on performance, so that the third hypothesis (H3) is proven

Simultaneous Test Results

Simultaneous Test Table

	MSE	F	df1	df2	P
Constant	8,6460	7,8545	2,0000	108,0000	0,0000

Source: data processing (2025)

Dependent variable: performance

The results of the simultaneous test shown in Table 3 show that the motivation and work environment variables together have a significant effect on performance, with a p value of 0.000

(<0.05). Therefore, the fourth hypothesis (H4) can be confirmed.

Total Effect, Direct Effect, dan Indirect Effect

Table Total Effect

Effect	Se	t	P
0,2719	0,0868	3,1305	0,0022

Source: data processing (2025)

Table Direct Effect

Effect	Se	t	P
0,1095	0,1097	0,1097	0,3206

Source: primary data processing (2025)

Table Indirect Effect

Effect	BootSE	BootLLCI	BootULCI
0,1624	0,0753	0,0204	0,3198

Source: primary data processing (2025)

Table 4 and Table 5 show that the total influence of motivation on performance through the work environment is 0.2719. This value consists of a direct effect of 0.1095 and an indirect effect of 0.1624, with a p-value of 0.0022 (<0.05), which means significant. Table 6 confirms the fifth hypothesis (H5) that the work environment mediates the influence of motivation on performance. This is supported by the value of the indirect effect which is greater than the direct effect and the BootLLCI confidence interval of 0.0204 and BootULCI of 0.0398, which do not include zero. Thus, it can be concluded that the influence of motivation on performance through the work environment is significant.

Conclusion

Based on the results of the analysis that has been carried out, it can be concluded that motivation plays an important role in creating a conducive work environment. High motivation in individuals has

been proven to be able to encourage the formation of a better work atmosphere, which ultimately supports the overall work process. This finding confirms that the relationship between motivation and the work environment is positive and significant.

However, the direct influence of motivation on performance has not been proven to be significant. Although motivation makes a positive contribution to improving performance, its impact is not strong enough to be declared significant if it does not go through other factors. This shows that employee performance is not only influenced by internal motivation, but also by external conditions such as the work environment.

The work environment itself has been shown to have a significant influence on performance. This means that the better the conditions of the work environment, the greater the possibility of improving employee performance. In addition, motivation and the work environment simultaneously have also been shown to have a significant influence on performance, which shows that the two factors complement each other in encouraging the achievement of optimal performance.

Furthermore, the results of the analysis show that the work environment mediates the influence of motivation on performance. This means that motivation will have a significant impact on performance if accompanied by the support of a good work environment. This finding emphasizes the importance of creating a supportive work environment so that individual motivation can fully contribute to improving performance. Thus, it can be concluded that the work environment has a strategic role as a mediator between motivation and performance.

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