

## The Effect of Work Motivation Mediation on the Relationship Between Work Environment and Employee Performance

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### ABSTRACT

Enhancing worker productivity is a crucial objective for any kind of firm. Employee performance might benefit from a positive work environment. Studies that particularly focus on the function of work motivation as a mediator in the interaction between the work environment and employee performance are scarce, nevertheless. This study aims to examine the role that work motivation plays as a mediator in the link that exists between the work environment and employee performance.

This study uses a quantitative research method with a cross-sectional research design. The data was collected through a questionnaire distributed to employees in company X. With the use of the SPSS software, the gathered data was subsequently examined using a regression test. The study's findings demonstrate that the relationship between employee performance and the work environment is mediated by job motivation. Furthermore, employee performance is positively and significantly impacted by the work environment. An setting that is conducive to work can boost employee motivation, which in turn can enhance performance.

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## INTRODUCTION

In an era of globalization characterized by increasingly fierce competition, companies are faced with great pressure to produce optimal organizational performance. Increasing competition, both at the local and global levels, requires companies to adapt quickly and effectively to stay relevant and competitive. In this dynamic business environment, organizational performance is the key to achieving sustainable success and growth. Companies must be able to provide optimal results in all aspects of their operations, including efficiency, productivity, innovation, product or service quality, and customer satisfaction. The company's performance is in line with the performance of the individuals in it, if the employee shows good performance, it will have a positive impact on the overall performance of the company. Therefore, every company strives for employees to have adequate achievements and skills, because it will result in optimal performance for the company. In addition, with outstanding employees, companies can improve their overall performance. So by utilizing human resources efficiently and effectively, companies hope to survive in the midst of increasingly fierce competition and achieve the desired success (Handayani & Daulay, 2021). Improving employee performance is the main focus for every organization in achieving its business goals, efforts to maximize employee performance can be done in various ways, one of which is through the work environment. The work environment encompasses everything that surrounds the employee and has the potential to influence the performance of the tasks assigned to him. For example, facilities such as the use of air conditioning, adequate lighting, and other elements (Norawati et al., 2021).

A work environment that facilitates provides security and provides opportunities for employees to work optimally. If employees feel comfortable in the work environment where they work, then they will feel at home and encouraged to do their jobs well, optimizing the use of their working time. On the other hand, a poor work environment can potentially reduce employee performance (Oktarendah & Putri, 2023). Efforts to maximize the impact of the work environment on employee performance can be stimulated by other roles, including the work motivation of the employees themselves. Work motivation is an internal or external impulse that encourages a person to do their job optimally and achieve the goals that have been set. It includes various factors such as individual needs, personal values, ambition, job satisfaction, or economic incentives that can affect a person's energy level, dedication, and perseverance in performing job duties. Work motivation is very important in increasing employee productivity, creativity, and performance in the workplace (Setiawan, 2021).

## LITERATURE REVIEW

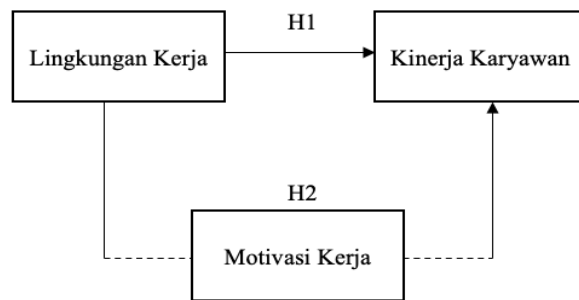
Workplace motivation has been positively and significantly impacted by earlier studies (Moulana et al., 2017). A tcal value of 7.233 and a probability of 0.000 ( $p < 0.05$ ) support this. Employee performance is positively and significantly impacted by the work environment. A tcal value of 4.927 and a probability of 0.000 ( $p < 0.05$ ) support this. Employee performance is positively and significantly impacted by work motivation. A tcal value of 2.446 and a

probability of 0.0017 ( $p < 0.05$ ) support this. Through job motivation, the workplace has an indirect impact on worker performance. It has been demonstrated that work motivation is an intervening element that amplifies the impact of the work environment on worker performance. Another study by (Paramarta & Astika, 2020) found that job training and work environment have a positive and significant impact on the motivation of medical personnel at Inpatient Installation B of Sanglah Denpasar Hospital. Meanwhile, direct job training is also positively and significantly related to their performance. On the other hand, the work environment affects performance positively, but not significantly. Motivation also has a positive, albeit insignificant, influence on performance. Specifically, job training and work environment do not directly affect performance through motivation, although the effect is not significant. These findings provide important insights into the factors that affect the motivation and performance of medical personnel in the healthcare environment.

This study's originality comes from its focus on business X, which has never been the subject of prior research on the mediating role that work motivation plays in the relationship between work environment and employee performance. This study advances our knowledge of the role that work motivation can play as a mediator in the link that exists between employee performance and the work environment. As a result, businesses can use more potent techniques to boost worker enthusiasm and enhance performance. This study aims to examine the role that work motivation plays as a mediator in the link that exists between the work environment and employee performance.

## **METHODOLOGY**

This study uses a quantitative research method with a cross-sectional research design. Quantitative research is a scientific research approach that uses data in the form of numbers or numerical variables to explain phenomena, test hypotheses, and make generalizations. This method includes the process of collecting, analyzing, and interpreting quantitative data to uncover patterns, relationships, and trends in the studied population (Yam & Taufik, 2021). The quantitative approach allows researchers to collect numerical data that can be measured objectively, while the cross-sectional research design allows data collection to be carried out at a specific time. The object of this study is company X in City X. The variables in this study consist of three, namely the work environment as an independent variable, employee performance as a dependent variable and work motivation as a mediating variable. Data was collected through a questionnaire distributed to employees at company X via Google Form for 4 days, namely March 1-5, 2024. The population of this study is employees of company X. The sampling technique in this study is a saturated sample. The saturated sampling technique or often referred to as "census" refers to the process of collecting data from the entire population that is the subject of the study (Hikmawati, 2020). Based on this, 60 respondents were obtained to be used as samples in this study. Regression tests are then used to assess the acquired data with the aid of the SPSS software.



**Picture 1. Framework**

**Hypothesis**

H1: Employee performance and the work environment are positively and significantly correlated.

H2: Work Motivation acts as a mediating factor in the link between worker performance and work environment.

**RESEARCH RESULT**

Validity test are used to ensure that the instruments used can measure the variables or concepts to be studied accurately and consistently (Darma, 2021).

**Table 1. Validity Test Correlations**

		Work environment	Work motivation	Employee performance	TOTAL
Work environment	Pearson Correlation	1	.520**	.484**	.804**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	60	60	60	60
Work motivation	Pearson Correlation	.520**	1	.599**	.881**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	60	60	60	60
Employee performance	Pearson Correlation	.484**	.599**	1	.799**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	60	60	60	60
TOTAL	Pearson Correlation	.804**	.881**	.799**	1
	Sig. (2-	<.001	<.001	<.001	

tailed)				
N	60	60	60	60

Every measuring tool exhibits a Pearson correlation value higher than  $r$  Table = 0.210 (N=60), according to Table 1's results, and the significance value (2-tailed) correlation for every item is .000, which is less than the significance limit value of 0.05. As a result of these findings, which demonstrate the strong validity of every statement on the question items, the questionnaire is deemed appropriate for use in the study.

### Reliability Test

The act of measuring a measurement instrument's consistency and reliability is called reliability testing. It determines the instrument's capacity to yield stable or consistent results throughout time and its consistency in measuring the same idea (Darma, 2021).

**Table 2. Reliability Test  
 Reliability Statistics**

Cronbach's Alpha	N of Items
.760	3

Table 2's reliability test results indicate that the Cronbach Alpha value surpasses the minimum threshold of 0.600, at 0.760. This suggests that the questionnaire is trustworthy and has a high degree of consistency for use in subsequent studies.

### Hypothesis testing

Hypothesis testing is an important step in the scientific method used to test statements or predictions about the relationship between variables in research (Darma, 2021).

**Table 3. H1 Test  
 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.256	2.462		2.541	.014
	Work environment	.384	.091	.484	4.209	.000

The study's findings indicated that there was a substantial correlation between employee performance and the work environment, with a significance value of  $0.000 < 0.05$ .

**Table 4. H2 Test Model Summary**

Model	Coeff	se	t	P
constant	3.9493	2.2757	1.7354	.0881
X	.1878	.0955	1.9670	.0441
Z	.3120	.0788	3.9570	.0002

The findings shown in Table 4 indicate that work motivation functions as a mediator between the impact of the work environment and employee performance, with a mediation test value of  $p < 0.05$ .

**Regression Test**

A statistical method for assessing the relationship between one or more independent variables (drivers) and dependent variables (outcomes) is regression testing.

**Table 5. Regression Test Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	3.9493	2.2757	2.2757	1.7354	.0881
	Work environment	.1878	.0955	.0955	1.9670	.0541
	Work motivation	.3120	.0788	.0788	3.9570	.0002

Based on table 5, the regression equation can be described as follows:

$$Y = \alpha + \beta X + \beta Z + e$$

$$Y = (3.9493) + 0,1878X + 0,3120Z + e$$

From the linear regression equation above, it can be explained as follows:

1. The constant (a) in this investigation was found to have a positive value of 3.9493. The existence of this positive number indicates that there is only one way relationship between the independent variable (X) and the

dependent variable. Stated otherwise, if there is no change at all in the independent variables—the work environment (X) and the work motivation mediation variable (Z), both of which have a value of 0 percent—the brand preference will remain at 3.9493.

2. The work environment variable (X) has a regression coefficient of 0.1878. The data indicates a positive correlation between employee performance and the work environment. This indicates that, under the assumption that other factors remain constant, an increase of 1% in the work environment variable will result in an increase of 0.1878 in work performance.
3. The work motivation variable (Z) has a regression coefficient of 0.3120. This graph demonstrates the positive correlation that exists between employee performance, work environment, and motivation at work. This indicates that, assuming other factors stay the same, there will be an increase of 0.3120 in the mediating influence of the work environment on employee performance for every 1% rise in the work motivation variable.

#### ***Coefficient of Determination Test***

The determination coefficient test, often referred to as R-squared, is a statistical measure used in regression analysis to evaluate how well the regression model explains the variation of dependent variables in the dataset (Darma, 2021).

**Tabel 6. Uji Koefisien Determinasi  
 Model Summary**

Model	R	R Square	MSE	F	P
1	.631 <sup>a</sup>	.399	2.0093	18.9258	.000

Table 6 displays the value of the determination coefficient at R Square of 0.399 which is equivalent to 39.9%. Thus, the relationship between the work environment and employee performance is mediated by job motivation to the extent of 39.9%. While other factors not covered in this study had an impact on the remaining 60.1%.

## **DISCUSSION**

### ***The Work Environment has a Positive and Significant Relationship to employee Performance***

The study's findings demonstrate that employee performance and the work environment are positively and significantly correlated. These findings show that workplace environmental conditions, such as work atmosphere, organizational policies, and interactions between colleagues, have a strong influence on the level of performance shown by employees. A conducive and supportive work environment can provide a positive encouragement for employees to achieve better work results. The implication of these findings is

that it is important for organizations to pay attention to and improve the work environment to match the needs and expectations of employees, which in turn can improve individual performance and overall company productivity. The study's findings are consistent with earlier research (Ferawati, 2017) which demonstrated that PT. Cahaya Indo Persada Surabaya employees' performance is significantly impacted by both the work environment and work discipline, both separately and collectively. A comfortable work environment and a high level of discipline will improve employee performance. Another study by (Elizar & Tanjung, 2018) found (1) Performance is influenced by training variables to some extent. Workers of the Regional Disaster Management Agency of Deli Serdang Regency; (2) a partial relationship exists between the competency variable and employee performance; (3) a partial relationship exists between the work environment variables and employee performance; and (4) concurrently, the factors of competence, work environment, and training have a good and significant impact on the productivity of workers at the Regional Disaster Management Agency of Deli Serdang Regency.

In a related study, Adha et al. (2019) discovered that, at a significance level of 0.549 ( $p > 0.05$ ), the first hypothesis test (H1) results indicated that there was no significant relationship between work motivation and employee performance. At a significance level of 0.009 ( $p < 0.05$ ), the second hypothesis (H2) demonstrates a substantial relationship between the work environment and employee performance. The third hypothesis (H3) shows a high correlation between the work environment and turnover intention at a significance level of 0.005 ( $p < 0.05$ ). The study's findings demonstrate that employee performance is positively and significantly impacted by the workplace culture and environment. In the meanwhile, employee performance is unaffected by work motivation.

### ***Work Motivation has a Mediating Effect on the Relationship between the Work Environment and Employee Performance***

The results of the study show that work motivation has a mediating effect on the relationship between the work environment and employee performance. This means that a conducive work environment not only directly affects employee performance, but also through its influence on work motivation. These findings illustrate that a work environment that provides support, incentives, and development opportunities can increase employee work motivation, which in turn will positively affect their performance. The implication of these findings is that it is important for organizations to not only focus on improving the work environment, but also pay attention to factors that can increase employee work motivation, because this can be an effective strategy in improving overall performance and productivity. Because the motivation variable has a t-value of 2.97  $>$  t-table 1.96, the study's findings are consistent with earlier research by Hanafi & Yohana (2017), which demonstrated that the variable had a positive and significant effect on employee performance. Similarly, the t-value for the relationship between motivation and job satisfaction is 2.31  $>$  t-table 1.96, indicating a positive and significant relationship between the two. With a t-value of -2.32  $>$  t-table 1.96, the

work satisfaction-mediated motivation for employee performance also showed a significant influence. The work environment variable did not exhibit any significant effect on employee performance, as indicated by the t-value of 0.00 < t-table 1.96, the work environment variable had a positive and substantial impact on job satisfaction. Similarly, the link between the work environment and employee performance is mediated by positive job satisfaction, as indicated by the t-value of 3.36 > t-table 1.96 for the work environment on employee performance variable. Ultimately, t-value of -2.73 > t-table 1.96 indicates that the work satisfaction variable has an impact on employee performance, thus it can be concluded that there is a positive and noteworthy correlation between the job satisfaction variable and employee performance.

Another study by (Mudayana & Suryoko, 2016) found that simultaneously competence, compensation, and workplace had a significant effect on employee performance with  $F_{cal} > F_{tabel}$  (52,087 > 2,703). Then in the path analysis, there is an effect of work motivation mediation/intervention between competence and compensation on employee performance. However, there is no influence of mediation/intervention in workplace relations on employee performance, which leads to the trimming process. In conclusion, if employee competence, the amount of compensation, and a conducive work environment are greatly improved, then employee performance will be better along with increasing work motivation. Other research (Paramarta & Astika, 2020) demonstrates that job training has a positive and significant impact on motivation; that the work environment has a positive and significant impact on motivation; that job training has a positive and significant impact on performance; that the work environment has a positive but not significant impact on performance; that motivation has a positive but not significant impact on performance; and that job training has a positive but not significant impact on performance through motivation.

## CONCLUSIONS AND RECOMMENDATIONS

The results of the study confirm that work motivation has a significant mediating role in the relationship between the work environment and employee performance. It was found that a conducive work environment positively affects employee work motivation. When the work environment provides adequate support and stimulus, employee motivation tends to increase. These findings are consistent with motivational theories that suggest that environmental factors, such as social support, clarity of goals, and rewards, can reinforce employees' intrinsic and extrinsic motivations. Furthermore, the findings also show that high work motivation then contributes positively to employee performance. Thus, a conducive work environment not only increases work motivation, but also directly has a positive impact on employee performance. The implication of the results of this study is the importance of organizations to create a supportive and motivating work environment for employees, as this can be an effective strategy in improving their performance.

## **ADVANCED RESEARCH**

In writing this article the researcher realizes that there are still many shortcomings in terms of language, writing, and form of presentation considering the limited knowledge and abilities of the researchers themselves. Therefore, for the perfection of the article, the researcher expects constructive criticism and suggestions from various parties.

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