

# The Effect Of Job Satisfaction And Work Environment On Employee Performance Mediated By Work Motivation On Employees Of The Regional Secretariat Of Pandeglang Regency

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This study aims to analyze the effect of job satisfaction and work environment on employee performance mediated by work motivation among civil servants at the Regional Secretariat of Pandeglang Regency. Employee performance in public institutions plays a crucial role in ensuring effective governance and quality public services. However, preliminary observations indicate that the performance of employees at the Regional Secretariat of Pandeglang remains suboptimal, as reflected in low attendance rates and inconsistent work discipline. This research employs a quantitative approach with survey methods using a structured questionnaire distributed to civil servants at the Regional Secretariat of Pandeglang. The population consists of 132 employees, with samples determined using appropriate sampling techniques. Data were analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) to test both direct and indirect relationships among variables. The study investigates whether job satisfaction and work environment significantly influence employee performance, whether these variables affect work motivation, and whether work motivation mediates the relationship between job satisfaction, work environment, and employee performance. The findings are expected to contribute theoretically by enriching the field of human resource management, especially regarding motivation, job satisfaction, work environment, and employee performance in the public sector. Practically, the results provide recommendations for the Regional Secretariat of Pandeglang Regency to design strategic policies and programs to improve employee motivation and performance, thereby enhancing the effectiveness of governance and public service delivery.

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## INTRODUCTION

The performance of civil servants (PNS) is the main foundation in realizing responsive and effective public administration, and is a crucial indicator for the success of good governance (*good governance*). In the context of a modern state, civil servants not only play a role as policy implementers, but also as agents of change and driving forces of development. The quality of civil servant performance intrinsically influences the government's capacity to formulate and implement public policy, provide essential services to the public, and manage state resources efficiently and accountably. Therefore, optimizing civil servant performance is not merely an internal organizational goal, but an absolute prerequisite for achieving public welfare and national stability (Nan et al., 2025).

In modern organizational environments, employee performance is a key foundation for achieving strategic goals. Optimal performance reflects not only individual productivity but also the overall health and effectiveness of the organization. The concept of employee performance itself has been the subject of intense study in various disciplines, from human resource management, industrial and organizational psychology, to sociology. The importance of this performance is even legally recognized within the labor regulatory framework, as reflected in Law Number 5 of 2014 concerning the State Civil Apparatus (ASN). This law explicitly stipulates that every ASN is required to demonstrate high performance in carrying out

their duties, with performance assessments being a crucial instrument for ensuring accountability and professional development. Similarly, in the private sector context, although not always regulated in detail in a specific law on performance, Law Number 13 of 2003 concerning Manpower implicitly supports the importance of performance through provisions relating to worker rights and obligations, training, and competency development, all of which aim to improve productivity and work quality (Chen et al., 2025).

The performance of Civil Servants (PNS) is one of the main pillars of effective and efficient governance. In Indonesia, the presence of PNS is crucial in providing public services, formulating policies, and running the bureaucracy to achieve national goals. Therefore, the level of PNS performance is directly correlated with the quality of public services and the government's legitimacy in the eyes of the public. This background will outline the importance of PNS performance by reviewing the legal basis that regulates it and examining various findings from previous studies that have examined the determinants and implications of such performance. (Wijaya and Santoso: 2022) emphasize that relevant and sustainable competency development programs are vital to improving the capabilities of individual PNS in facing the complexity of task demands and changes in the dynamic work environment. From an organizational perspective, factors such as remuneration and allowance systems, a performance-supportive organizational culture, superior leadership styles, a conducive work environment, and opportunities for career development and promotion have a significant impact. (Setyawan and Handayani, 2021), for example, found that a transformational leadership style, which inspires and motivates subordinates, has a significant positive correlation with improved civil servant performance because it encourages adaptation and innovation. Furthermore, a transparent and fair reward and punishment system also serves as an effective performance driver (Lu et al., 2025).

Externally, the government's regulatory and policy framework, technological infrastructure support, and the level of public participation and oversight influence the aggregate performance of civil servants. In this digital era, the adoption and utilization of information technology are becoming increasingly crucial. (Kusumawardhani and Arifudin: 2023) highlight that the implementation of an integrated and effective information technology system within the bureaucracy can substantially improve operational efficiency, accountability, and transparency, which in turn contributes to improving the quality of public services and overall civil servant performance, particularly in optimizing digital-based services. However, the digital divide and the capacity for technological adaptation among civil servants also require attention (Hagen et al., 2025).

Although there has been a lot of literature and research examining the variables that influence civil servant performance in general, studies that focus on in-depth and comprehensive analysis of the interaction and dominance of key variables in the specific context of Indonesian bureaucracy, particularly at the local government level such as in Pandeglang, Banten, still require further exploration. Each region has unique characteristics in policy implementation, organizational structure, local work culture, and demographic characteristics of civil servants that can produce different performance dynamics. (Anggraeni and Putra: 2019) suggest that contextual and demographic factors of civil servants in a region can cause significant variations in performance drivers, so that study results from one region cannot necessarily be generalized to other regions. This makes contextual research in Pandeglang, Banten, relevant and important to provide a more nuanced understanding of the factors that empirically most dominantly influence civil servant performance in the region.

Employee attendance is a key parameter in assessing discipline and commitment to task performance and achieving organizational performance targets. Based on a summary of employee attendance data from January to May, a downward trend in attendance rates was identified, warranting serious attention (Nicuță et al., 2025).

In January, employee attendance reached a maximum of 92%, reflecting optimal discipline and work readiness. However, from February to May, there was a significant decline, with average attendance

ranging from 62% to 74%. Absences were categorized as sick leave, leave, and unexcused absences, with unexcused absences showing a relatively consistent and concerning figure.

This phenomenon can directly impact the effectiveness of task execution and the achievement of work unit performance targets, given that suboptimal attendance will hamper the service process and overall organizational productivity. Furthermore, unexcused absences can reflect weak discipline and low productivity. sense of responsibility employees to the tasks they are entrusted with (Banerjee & Giri, 2025).

In this regard, strategic efforts are needed to strengthen the attendance monitoring system, improve discipline development, and provide measurable and consistent rewards and punishments. These steps are expected to encourage increased employee attendance as an integral part of improving the overall quality of apparatus performance. This data demonstrates the importance of further evaluation of the causes of absenteeism, particularly unexplained absences that consistently occur every month, to ensure the effectiveness of employee performance and discipline within the agency (Joseph & Seshadri, 2025).

A government or private organization, whether large or small, in achieving its stated goals must go through activities that have been driven by people or groups of people who actively play a role as actors, in other words, achieving the goals of an organization is only possible because of the efforts made by everyone in the organization (Apendi et al., 2025).

Improving employee performance is not something that just arises from each employee but is also influenced by various factors, such as employee discipline which is the most important factor, without high employee discipline, employees cannot work well, there is a lot of work piling up, they are absent from work and are not on time at work (Raj & Goute, 2025).

Work motivation, as an intervening variable, also plays an important role in the relationship between Employee Competence, work discipline, and performance. Competence includes the knowledge, skills, and attitudes possessed by employees in carrying out their duties. According to Mangkunegara (2017), high competence will increase work effectiveness and individual performance. Employee performance assessment data shows that 34% of employees of the Pandeglang Regency Regional Secretariat have less than satisfactory performance assessments, which is largely due to low levels of discipline and lack of competence in carrying out tasks due to the large number of late completions of work (Al-Suwaiddi et al., 2025).

Previous research has shown that motivation and work discipline have a positive effect on civil servant performance. Suparno (2019) found in his research at the Subulussalam City Regional Secretariat that motivation and work discipline significantly influenced civil servant performance. Similarly, research by Haryono et al. (2024) at the Tangerang City Population and Civil Registration Office showed that motivation and work discipline positively influenced employee performance.

Work motivation can stem from intrinsic factors, such as job satisfaction, responsibility, and opportunities for development, as well as extrinsic factors, such as recognition, adequate compensation, and a conducive work environment. Highly motivated employees tend to demonstrate more productive, innovative, and goal-oriented performance. However, within the Pandeglang Regency Regional Secretariat, several employees are still experiencing a decline in motivation due to a lack of recognition and incentives commensurate with their level of responsibility and workload (Chuang et al., 2025).

In addition to motivation, work discipline plays a crucial role in improving employee performance. Discipline reflects adherence to organizational regulations, punctuality, and the responsible completion of tasks. Employees with high levels of work discipline are more productive, efficient, and professional in carrying out their duties. However, in practice, a number of employees at the Pandeglang Regency Regional Secretariat still lack discipline, particularly in terms of attendance and adherence to work regulations, which can ultimately negatively impact the effectiveness of public services (Eshete et al., 2025).

As a regional government institution with strategic responsibilities in policy formulation and implementation, the Pandeglang Regency Regional Secretariat must ensure that its employees' performance is at an optimal level. Therefore, this study aims to analyze the Influence of Work Discipline and Employee Competence on Civil Servant Performance with Employee Motivation as an Intervening Variable at the Pandeglang Regency Regional Secretariat and provide recommendations that can improve the effectiveness of organizational work.

Based on the urgency of the problem and the identified research gaps, this study will focus on a comprehensive analysis of civil servant performance by considering several key variables that have been theoretically and empirically proven to have a significant influence, in line with the findings and recommendations from the current literature. These variables will be carefully selected based on their relevance to the local government context and their potential impact on civil servant performance. Thus, it is hoped that the results of this study will not only enrich the scientific body of knowledge in the field of public sector human resource management and public administration, but also can provide applicable and pragmatic policy recommendations for the local government in Pandeglang, Banten. These recommendations are expected to serve as strategic guidelines in formulating programs to improve civil servant performance that are more targeted, effective, and sustainable, in order to realize responsive, accountable governance that is able to provide superior quality public services to the people of Pandeglang, Banten.

The problem formulation in this research is 1) Does job satisfaction have a significant influence on employee performance at the Pandeglang Regency Regional Secretariat, 2) Does the work environment have a significant influence on employee performance at the Pandeglang Regency Regional Secretariat, 3) Does job satisfaction have a significant influence on work motivation at the Pandeglang Regency Regional Secretariat employees 4) Does the work environment have a significant influence on work motivation at the Pandeglang Regency Regional Secretariat employees 5) Does work motivation have a significant influence on employee performance at the Pandeglang Regency Regional Secretariat 6) Does work motivation mediate the influence of job satisfaction on employee performance at the Pandeglang Regency Regional Secretariat 7) Does work motivation mediate the influence of the work environment on employee performance at the Pandeglang Regency Regional Secretariat.

## **Theoretical Review**

### **The Relationship between Work Environment and Work Motivation**

The work environment plays a crucial role in shaping and maintaining work motivation. A good work environment encompasses not only physical aspects such as lighting, cleanliness, and layout, but also psychological aspects such as relationships between coworkers, communication with superiors, and a supportive work climate (Dorta-Afonso & Romero-Domínguez, 2025). When an employee feels physically and emotionally comfortable in the workplace, they are more motivated to perform at their best. A pleasant working environment can create a positive atmosphere, strengthen morale, and foster a sense of belonging to the organization. Conversely, a stressful, unsafe work environment with minimal social support can dampen morale and hinder employee motivation. This is because an employee's intrinsic motivation is strongly influenced by their daily work experiences. In other words, the better the quality of the work environment created by the organization, the higher the level of employee motivation to work diligently, contribute actively, and achieve set targets. Therefore, creating a conducive work environment is an important strategy in increasing overall employee motivation and productivity (Halim Özkan & Başol, 2025).

### **Relationship between Officer Satisfaction and Work Motivation**

Job satisfaction is a key factor that significantly influences the level of work motivation in carrying out their duties and responsibilities. When an employee is satisfied with their job, whether in terms of a decent salary, a conducive work environment, harmonious relationships with coworkers and superiors, or the availability of career development opportunities, they naturally develop an internal drive to perform optimally (Suhail et al., 2025). Work motivation reflects the extent to which employees are driven to achieve organizational goals with enthusiasm and commitment. Employees who are satisfied with their jobs tend to have strong intrinsic motivations, such as a sense of responsibility, pride in their work, and a desire to excel. Conversely, job dissatisfaction can lower morale, increase stress, and even lead to decreased productivity and loyalty. Previous studies have also shown a positive and significant relationship between job satisfaction and motivation. This means that the higher an employee's level of job satisfaction, the higher their level of motivation at work. This is because job satisfaction can create a stable psychological state, a sense of comfort, and a desire to continue making the best contribution to the organization. Therefore, organizations seeking to increase employee motivation need to actively create a pleasant, fair, and supportive work climate. These efforts will not only increase motivation, but also have a positive impact on the performance and sustainability of the organization as a whole (Al Shbail et al., 2025).

### **Relationship between Work Environment and Employee Performance**

The work environment is a crucial factor influencing employee performance within an organization. A conducive work environment creates a comfortable, safe, and supportive work atmosphere, thereby boosting employee morale and motivation. The work environment encompasses more than just physical aspects such as lighting, ventilation, temperature, and room layout, but also non-physical or psychological aspects, such as relationships between employees, support from management, a positive work culture, and effective communication within the organization (Srinivas et al., 2025). Employees who work in a supportive environment tend to feel valued, motivated, and more focused on completing their tasks. Conversely, a poor work environment, such as conflict between employees, high work pressure, inadequate facilities, and a lack of attention from superiors, can disrupt concentration, lower morale, and ultimately negatively impact employee performance. Several studies have shown that a positive work environment has a significant and positive relationship with employee performance. This means that the better the quality of the work environment provided by an organization, the higher the productivity and performance achievement of its employees. Therefore, organizational leaders need to pay attention to and manage the work environment well, as it is a crucial investment in efforts to continuously improve the efficiency and effectiveness of employee performance (Khalequzzaman et al., 2025).

### **Relationship between Job Satisfaction and Employee Performance**

Job satisfaction is a psychological factor that plays a crucial role in shaping employee behavior and performance within an organization. Job satisfaction reflects the extent to which an employee feels comfortable, appreciated, and fulfilled in carrying out their duties (Pandey et al., 2025). When employees are satisfied with their jobs, whether in terms of salary, working conditions, social relationships, or career development opportunities, they develop a sense of belonging, loyalty, and enthusiasm to contribute their best to the organization. Theoretically, employees with high levels of job satisfaction tend to perform better. They are more focused, responsible, and able to work effectively and efficiently. This is because job satisfaction can minimize stress, strengthen intrinsic motivation, and increase organizational commitment. Conversely, if job satisfaction is low, employees will feel stressed, unmotivated, and tend to exhibit negative behaviors such as high absenteeism, low productivity, and even turnover. Therefore, maintaining an optimal level of job satisfaction is an important strategy for improving employee performance. Various studies support a positive and significant relationship between job satisfaction and employee performance. In this regard, job satisfaction not only acts as an indicator of employee well-

being but also as a driving force in achieving organizational goals. Thus, organizations that are able to create a satisfying work environment will find it easier to motivate their employees to achieve maximum work performance (Bonifacio et al., 2025).

### **Relationship between Work Motivation and Employee Performance**

Work motivation is a crucial psychological factor in determining the quality of employee performance in an organization. Motivation can be defined as an internal or external drive that influences a person's behavior to achieve specific goals, including in the workplace. In general, employees with high work motivation demonstrate a proactive, proactive, and consistent attitude in completing their tasks. They tend to have a strong sense of responsibility, are able to work efficiently, and demonstrate a commitment to achieving organizational goals (Chen et al., 2025). Conversely, employees with low levels of motivation typically exhibit symptoms of decreased work enthusiasm, stagnant performance, and increased absenteeism and job dissatisfaction. Various studies have shown a positive and significant relationship between work motivation and employee performance. This means that the higher an employee's level of work motivation, the better their performance. This is due to intrinsic motivation that fosters work enthusiasm, perseverance, and a results-oriented attitude. High motivation can also increase resilience, resilience to work pressure, and the tendency to continuously learn and develop. Therefore, organizational management needs to pay significant attention to aspects of work motivation, for example through the provision of awards, fair incentives, career development opportunities, open communication, and the creation of a supportive work environment. When work motivation is well maintained, it will have a direct impact on increasing productivity, service quality, and the effectiveness of employee performance as a whole (Lu et al., 2025).

## **RESEARCH METHOD**

### **Types of research**

The research was conducted at the Pandeglang Regency Regional Secretariat. This research used a quantitative method, a philosophical approach based on positivism, where data is collected through research instruments from a population or sample, then analyzed statistically to test the validity of the previously formulated hypothesis. Quantitative research was used because this study requires data collection in the form of numbers or scores that can be analyzed statistically to determine the influence of the independent variables (work discipline and employee competence), the variable *intervening*/mediation (work motivation) on the dependent variable (employee performance). The study consists of 4 (four) variables, namely work discipline ( $X_1$ ), employee competency ( $X_2$ ), work motivation ( $Y$ ) and employee performance ( $Z$ ).

### **Population and sample**

In this study, the population consisted of all 132 employees working at the Pandeglang Regency Regional Government agency, namely the Regional Secretariat. The sample was determined using the Slovin formula. The sample size was rounded up to 98 respondents. Furthermore, the sampling technique used was proportionate stratified random sampling, a random sampling technique that considers the proportion of the population.

### **Data collection techniques**

Data collection methods need to be determined before beginning the data collection process. The data collection tools used must meet validity and reliability criteria. This study used two data collection techniques: documentation study and questionnaires.

## Data analysis techniques

The data analysis technique in this study was carried out through two stages, namely descriptive analysis using SPSS and statistical analysis using SEM PIs.

## RESULTS AND DISCUSSION

The results of the inferential test using SEM PLS were first tested using the outer model analysis using the PLS Algorithm module to test the validity and reliability of each indicator item used to measure each variable. The validity test was conducted using three parameters, namely convergent validity, Average Variance Extracted (AVE) and discriminant validity. Meanwhile, the reliability test is measured using 2 parameters, namely composite reliability (CR) and Cronbach's Alpha. The results of the PLS Algorithm drawing can be seen in Figure 4.1 below:

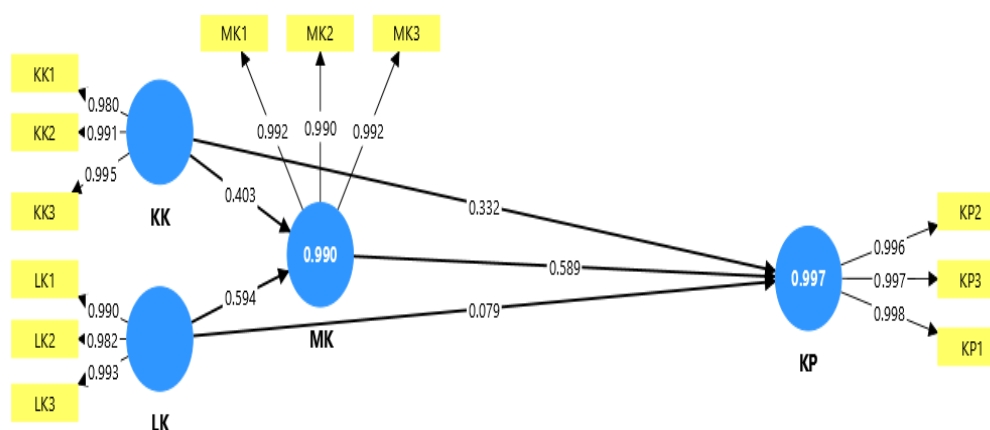


Figure 1 outer model analysis (PLS Algorithm)

The validation test of each research model indicator is strengthened by the value *average variance extracted* (AVE), namely the variance value of each indicator in the latent variable captured by the variable is greater than the variance caused by measurement errors as depicted by each AVE value greater than 0.50 as seen in Table 1 below:

Table 1 Average Variance Extracts (AVE), Cronbach's Alpha and CR

	Cronbach's alpha	Average variance extracted (AVE)	Composite reliability (rho_c)
KK	0.988	0.978	0.992
KP	0.997	0.994	0.998
LK	0.988	0.977	0.992
MK	0.991	0.983	0.994

Source: SEMPIs test result 2025

Based on Table 1 The results of the reliability and construct validity tests using SEM-PLS show that all research variables, namely KK, KP, LK, and MK, have very high Cronbach's Alpha values (0.988–0.997), far exceeding the minimum limit of 0.70, so it can be concluded that the research instrument is consistent and reliable. In addition, the Average Variance Extracted (AVE) value which is in the range of

0.977–0.994 indicates that each indicator is able to explain the construct variance very well, fulfilling the convergent validity requirements because it exceeds the minimum standard of 0.50. Furthermore, the Composite Reliability (CR) value of all variables which ranges from 0.992–0.998 also confirms very strong internal consistency in measuring the construct. Thus, the research instrument used is proven to have very good measurement quality, both in terms of reliability and validity.

The results of the significance test/hypothesis test analysis obtained a model that empirically shows seven influences between the estimated variables. Of the seven relationships between the variables depicted in *full model analysis*, the results show that the seven hypotheses have a significant influence so that the hypotheses built in the research can be accepted as summarized in Table 2 below:

Table 2 Results of the Significance Test of Direct Influence

		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
H1	KK -> KP	0.332	0.328	0.038	8.797	0.000
H2	KK -> MK	0.403	0.394	0.096	4.190	0.000
H3	LK -> KP	0.079	0.078	0.064	1.246	0.213
H4	LK -> MK	0.594	0.602	0.096	6.184	0.000
H5	MK -> KP	0.589	0.595	0.081	7.302	0.000
H6	KK -> MK -> KP	0.237	0.233	0.059	4.033	0.000
H7	LK -> MK -> KP	0.350	0.360	0.083	4.241	0.000

Source: SEMPLS 2025

Based on Table 2, the results of the hypothesis test above, it can be explained that the work environment has a significant effect on job satisfaction with a t-statistic value of  $12.296 > 1.96$  and a p-value of  $0.000 < 0.05$ , thus the first hypothesis is accepted, meaning that the work environment is proven to have a positive and significant effect on job satisfaction.

The results of the next hypothesis test can be explained that job placement has a significant effect on job satisfaction with a t-statistic value of  $3.353 > 1.96$  and a p-value of  $0.001 < 0.05$ , thus the second hypothesis is accepted, meaning that job placement is proven to have a positive and significant effect on job satisfaction.

The work environment significantly influences employee performance, as demonstrated by a t-statistic of  $2.741 > 1.96$  and a p-value of  $0.006 < 0.05$ , thus accepting the third hypothesis. This indicates that the work environment significantly impacts performance improvement.

Job placement significantly influences employee performance, as demonstrated by a t-statistic of  $9.048 > 1.96$  and a p-value of  $0.000 < 0.05$ , thus accepting the fourth hypothesis. The better the job placement, the higher the employee performance.

Furthermore, job satisfaction has a significant effect on employee performance with a t-statistic of  $7.850 > 1.96$  and a p-value of  $0.000 < 0.005$  so that the fifth hypothesis is accepted, this explains that job satisfaction is a real important factor in driving employee performance.

Based on this explanation, it can be concluded that the five direct influence hypotheses are accepted.

## **Discussion**

### **Test of Significance of Direct Effect**

Based on the results of the significance test analysis using PLS Bootstrapping, seven hypotheses were proposed in this study. From the model estimation results, six hypotheses were declared significant ( $p\text{-value} < 0.05$ ), while one hypothesis was not significant, namely the direct effect of the work environment on job satisfaction ( $p\text{-value} = 0.213$ ). This means that in general, the research variables have a mutually influential relationship, with the dominant influence of job satisfaction and work motivation on employee performance.

The path coefficient results show that job satisfaction (59.7%) has the greatest influence on employee performance, followed by job placement (52.9%), while the work environment has a relatively small influence on performance (20.3%). Meanwhile, in terms of its influence on job satisfaction, the work environment (67.2%) plays a more dominant role than job placement (26.6%). These findings demonstrate that job satisfaction is a crucial factor bridging the relationship between the work environment and job placement and improving employee performance.

The findings of this study support human resource management theory which emphasizes that internal (job satisfaction, motivation) and external (work environment, job placement) factors can encourage improvements in employee work behavior and performance.

### **Comparison with Previous Research**

The results of this study are consistent with the findings of Ilhami Putra & Wahyu Juara Setiawan (2024), which showed that job satisfaction plays a significant role in improving employee performance, especially when reinforced by work motivation. This study also demonstrated that work motivation plays a significant role as a mediating variable between job satisfaction and employee performance.

Furthermore, this study aligns with the findings of Komad Jamal Harahap et al. (2024), which found a positive relationship between job satisfaction and employee performance. However, unlike that study, this study not only views job satisfaction as an independent variable but also positions it as an intervening variable, strengthening the relationship between the other variables.

The results of this study also support the findings of Hasanudin & Budiharjo (2021), who found that leadership, work environment, and organizational commitment significantly influence performance through job satisfaction. However, this study further emphasizes the role of work motivation as a mediating variable that clarifies the relationship between job satisfaction and performance.

Furthermore, this study differs from the findings of Yolanda et al. (2024) and Putra, Murniati, & Retawati (2022), which emphasized work discipline and innovation as key performance factors. In this study, motivation and job satisfaction were shown to be more dominant than discipline, broadening the perspective on the determinants of public sector employee performance.

Another difference from previous research, such as that by Hasan Ubaidillah (2024), lies in the analytical approach. While that study used multiple regression, this study uses SEM-PLS with an intervening model, resulting in more comprehensive results in explaining both direct and indirect relationships between variables.

## **CONCLUSION**

Based on the results of data analysis using the SPSS method, it can be concluded that all hypotheses proposed in this study are accepted. 1) job satisfaction have a significant influence on employee performance at the Pandeglang Regency Regional Secretariat, 2) the work environment have a significant influence on employee performance at the Pandeglang Regency Regional Secretariat, 3) job satisfaction have a significant influence on work motivation at the Pandeglang Regency Regional Secretariat employees 4) the work environment have a significant influence on work motivation at the Pandeglang Regency Regional Secretariat employees 5) work motivation have a significant influence on employee performance at the Pandeglang Regency Regional Secretariat 6) work motivation mediate the influence of job satisfaction on employee performance at the Pandeglang Regency Regional Secretariat 7) work motivation mediate the influence of the work environment on employee performance at the Pandeglang Regency Regional Secretariat.

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