

Original Research Article

"The Effect of Work Motivation and Work Environment on Employee Performance through Job Satisfaction at the Manpower, Investment and One-Stop Integrated Services Office of Malang City"

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Abstract: This study aims to analyze the influence of work motivation and work environment on employee performance through job satisfaction as a mediating variable at the Office of Manpower, Investment, and Integrated One-Stop Services (Disnaker PMPTSP) in Malang City. Using a survey method, questionnaires were distributed to all civil servant employees (ASN) in the institution, involving a total of 58 respondents. The variables studied include work motivation, work environment, job satisfaction, and employee performance. Data analysis was conducted using multiple linear regression models and path analysis to examine both direct and indirect effects among variables. The results indicate that work motivation and work environment positively and significantly affect job satisfaction. Furthermore, job satisfaction acts as a significant mediator in the relationship between work motivation, work environment, and employee performance. These findings highlight the importance of creating a conducive work environment and enhancing work motivation through effective managerial policies to optimize employee performance. The practical implications of this research suggest that Disnaker PMPTSP Malang City should continuously improve human resource management by providing recognition, enhancing workplace facilities, and fostering interpersonal relationships to boost employee satisfaction and performance. This study contributes to the academic discourse on the relationship between work motivation, work environment, and performance, particularly in the public sector. It also serves as a reference for future research to explore additional relevant variables, such as organizational culture and employee engagement, in improving public sector service quality.

Keywords: Work Motivation, Work Environment, Job Satisfaction, Employee Performance, Human Resource Management, Public Sector, Employee Engagement, Organizational Culture.

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I. INTRODUCTION

Employee performance is a critical element that determines the success of an organization, both in the public and private sectors. In governmental organizations, employee performance significantly impacts the effectiveness and efficiency of public services. For instance, the Office of Manpower, Investment, and Integrated One-Stop Services (Disnaker PMPTSP) in Malang City is tasked with providing optimal services to the public, necessitating effective human resource management. This includes enhancing work motivation, creating a conducive work environment, and fostering job satisfaction. However,

managing these factors in an integrated manner remains a challenge for many organizations.

Work motivation plays a fundamental role in driving employees to achieve organizational goals. Herzberg's Two-Factor Theory highlights the importance of both intrinsic factors, such as recognition and achievement, and extrinsic factors, such as salary and working conditions, in influencing work motivation. Meanwhile, Kreitner and Kinicki (2018) emphasize that motivation is a psychological process that directs individual behavior toward specific objectives. Despite its importance, motivation alone may not suffice in

improving performance if other factors, such as the work environment, are not adequately addressed.

The work environment is another crucial factor that directly influences employee comfort and productivity. According to Sundstrom *et al.*, (1994), a well-designed physical, social, and psychological work environment can enhance employee focus and reduce stress, ultimately improving performance. The relocation of Disnaker PMPTSP Malang City from a suburban office to a central location at Mall Pelayanan Publik (MPP) offers an interesting case study on how changes in the work environment can affect employee performance.

Job satisfaction serves as an essential intermediary in the relationship between work motivation, work environment, and employee performance. Satisfied employees are more likely to demonstrate higher levels of commitment, quality of work, and timeliness. According to Judge *et al.*, (2001), job satisfaction enhances the overall well-being of employees and strengthens the relationship between motivation and performance. However, achieving job satisfaction requires a balance between internal and external factors, such as fulfilling individual needs and providing equitable workplace policies.

Despite existing research on the relationship between work motivation, work environment, job satisfaction, and employee performance, few studies have integrated these variables within the context of public sector organizations. This research aims to fill the gap by examining these relationships at Disnaker PMPTSP Malang City, where significant changes in the work environment have occurred. By identifying key factors that influence employee performance, this study provides valuable insights for policymakers and practitioners in improving public service quality through strategic human resource management.

II. LITERATURE REVIEW

Employee performance is a key concept in organizational studies, often regarded as the outcome of individual efforts to achieve organizational goals. According to Russell (1996), performance encompasses the results achieved by an individual in fulfilling their responsibilities based on predetermined standards. Latham (2007) further emphasizes that performance is not merely an outcome but also involves behavioral processes, including motivation, skills, and environmental influences. Effective performance combines both quantitative aspects, such as productivity, and qualitative elements, such as work quality and efficiency.

Work Motivation

Work motivation is a psychological driver that directs, energizes, and sustains individual behavior toward achieving specific objectives. Kreitner and Kinicki (2018) describe motivation as an integral factor

influencing employee commitment and productivity. Herzberg's Two-Factor Theory categorizes motivation into intrinsic factors, such as recognition and responsibility, and extrinsic factors, such as salary and working conditions. These factors contribute to satisfaction and encourage optimal employee performance. Herzberg's theory emphasizes that intrinsic factors are essential for fostering job satisfaction, while extrinsic factors ensure the absence of dissatisfaction.

Work Environment

The work environment encompasses physical, social, and psychological conditions at the workplace that influence employee well-being and productivity. Sundstrom *et al.*, (1994) assert that factors such as workspace layout, noise levels, lighting, and facilities significantly impact employee comfort and efficiency. A conducive work environment reduces stress and enhances focus, contributing to better performance. The relocation of Disnaker PMPTSP Malang City to a more accessible and modern office environment demonstrates the tangible effects of environmental changes on organizational productivity.

Job Satisfaction

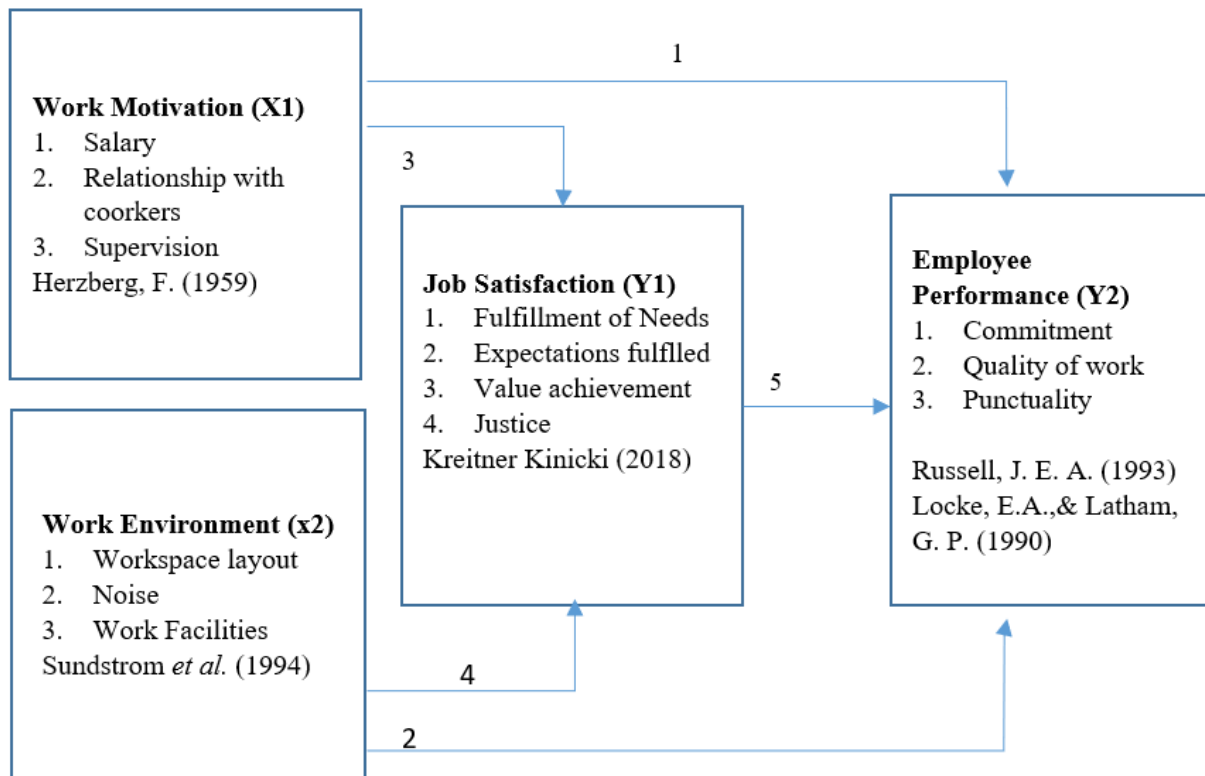
Job satisfaction refers to the emotional response of individuals toward various aspects of their work, such as compensation, relationships, and organizational policies. Kreitner and Kinicki (2018) highlight that satisfaction arises when an employee's expectations and needs align with organizational offerings. Judge *et al.*, (2001) found that job satisfaction mediates the relationship between motivation and performance, creating a positive feedback loop where satisfied employees are more committed and productive. Additionally, Heider's (1958) balance theory underscores that satisfaction is achieved when internal and external factors are harmonized, such as fair compensation and recognition for efforts.

Relationships among Variables

Existing studies indicate strong interconnections between work motivation, work environment, job satisfaction, and performance. For example, Basalamah and As'ad (2021) found that work motivation and conducive environments enhance job satisfaction, which, in turn, improves performance. Similarly, Faturrahman (2021) demonstrated that intrinsic motivation significantly mediates the impact of work environment improvements on employee productivity. However, inconsistencies in findings suggest that other factors, such as organizational culture or leadership styles, may also play a critical role.

The Framework of Conceptual Research

The conceptual framework represents a depiction of reality that visualizes and forms a theory or idea about the relationship between the variables being studied. The interconnection between the variables used in this research can be illustrated as follows:



III. RESEARCH METHODOLOGY

Research Design

This study employs a quantitative research design to examine the relationship between work motivation, work environment, job satisfaction, and employee performance at the Office of Manpower, Investment, and Integrated One-Stop Services (Disnaker PMPTSP) in Malang City. The research framework integrates these variables, with job satisfaction positioned as a mediating factor. The study utilizes a survey method to gather primary data from respondents, supported by a comprehensive review of secondary data.

Population and Sample

The population in this study consists of all 58 civil servant employees (ASN) at Disnaker PMPTSP Malang City. Given the relatively small population size, a census method is applied, where all members of the population are included as respondents. This approach ensures comprehensive and representative data collection.

Variables and Indicators: The research design includes three types of variables:

1. Independent Variables:

- Work Motivation (X1)
- Work Environment (X2)

2. Mediating Variable:

- Job Satisfaction (Y1)

3. Dependent Variable:

- Employee Performance (Y2)

Data Collection Techniques

Primary data are collected using structured questionnaires, which are designed based on validated theoretical frameworks for each variable. The questionnaire employs a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to capture respondents' perceptions. Secondary data, such as organizational reports and performance records, are used to contextualize and validate the findings.

IV. RESEARCH RESULTS

1. Respondent Profile

This study involved a total of respondents. The characteristics of the respondents, categorized by gender, age, education level, years of level are presented in the following tables:

Table 1: Respondent Profile

Category	Sub-category	Count	Percentage (%)
Gender	Male	34	59.0
	Female	24	41.0
Age	< 20 years	0	0.0
	20-29 years	11	18.0
	30-39 years	5	9.0
	40-49 years	19	33.0
	50-59 years	23	40.0
	> 59 years	0	0.0
Education Level	High School (SMA)	5	8.62
	Diploma III (D-III)	15	25.86
	Bachelor's (S1)	28	48.28
	Master's (S2)	10	17.24
Years of Service	1-5 years	12	21.0
	6-10 years	0	0.0
	11-15 years	12	21.0
	16-20 years	12	21.0
	21-25 years	7	11.0
	26-30 years	15	26.0

The respondent profile provides a comprehensive overview of the workforce at Disnaker PMPTSP Kota Malang, highlighting key demographic and professional characteristics. In terms of gender distribution, the workforce is composed of 59% male and 41% female employees, indicating a relatively balanced gender representation, though there is a slight male dominance. This suggests that while opportunities for both genders exist within the organization, gender-related policies and inclusivity measures could further enhance diversity and equality in the workplace.

Regarding age distribution, the majority of employees belong to the 50-59 year age group (40%), followed by those aged 40-49 years (33%). This pattern indicates a workforce dominated by mid-to-late career professionals, with extensive work experience and organizational knowledge. Meanwhile, younger employees aged 20-29 years constitute 18%, and those 30-39 years account for only 9%, signifying a limited representation of early-career professionals. The absence of respondents under 20 years and over 59 years suggests that the organization does not employ fresh graduates or employees beyond retirement age. This trend highlights the importance of succession planning and knowledge transfer programs, as a significant portion of employees may retire in the coming years.

The educational background of respondents demonstrates a high level of qualification, with 48.28% holding a Bachelor's degree (S1), followed by 25.86% with a Diploma III (D-III), and 17.24% with a Master's degree (S2). Only 8.62% have a high school education (SMA), reflecting a workforce with strong academic credentials. This educational profile suggests that employees possess the necessary knowledge and competencies to handle their roles effectively. The predominance of employees with higher education

degrees aligns with the increasing need for technical expertise, decision-making capabilities, and adaptability in public service organizations.

In terms of years of service, a substantial proportion of employees (26%) have been with the organization for 26-30 years, signifying a high retention rate and strong institutional knowledge. Meanwhile, 21% have served for 1-5 years, 11-15 years, and 16-20 years, indicating a mix of fresh and seasoned employees. However, there are no employees with 6-10 years of experience, which may point to a gap in recruitment during a specific period. This uneven distribution suggests that targeted hiring strategies are necessary to address potential leadership gaps and ensure a balanced workforce across experience levels.

The respondent profile reflects an experienced and well-educated workforce, predominantly composed of senior employees who have been with the organization for a long duration. However, the age distribution and experience gaps highlight the need for proactive workforce planning, including efforts to attract younger professionals and mid-career employees to sustain organizational growth and continuity. Additionally, gender inclusivity, career development programs, and succession planning should be considered to maintain a well-balanced and effective workforce in the future.

2. Results of Descriptive Analysis

Primary data were collected using a questionnaire instrument. A total of 160 respondents completed the questionnaires. The researcher performed data tabulation using the SPSS program and completed the descriptive analysis, validity test, and reliability test. The results of the statistical analysis are presented in Table 4.

Table 2: Research Results

No.	Variables	Indicator	Mean	r. Validity	Cronbach's Alpha
1	Work Motivation	Salary	3.95	0.930	0.85
2	Work Motivation	Relationship with colleagues	4.14	0.975	0.86
3	Work Motivation	Supervision	3.93	0.900	0.84
4	Work Environment	Workspace Layout	3.95	0.956	0.88
5	Work Environment	Noise Levels	4.31	0.976	0.89
6	Work Environment	Work Facilities	3.98	0.959	0.87
7	Job Satisfaction	Fulfillment of Needs	3.89	0.608	0.81
8	Job Satisfaction	Fairness	3.80	0.787	0.80
9	Employee Performance	Commitment	4.08	0.860	0.86
10	Employee Performance	Timeliness	4.44	0.873	0.88

The findings presented in the Research Results Table provide valuable insights into how various factors—work motivation, work environment, job satisfaction, and employee performance—influence the workforce at the Department of Manpower, Investment, and One-Stop Integrated Services of Malang City. The results indicate that work motivation is a crucial driver of employee engagement and productivity. Among its indicators, relationships with colleagues received the highest mean score (4.14), signifying that employees place great importance on a positive and supportive work environment. Strong interpersonal relationships contribute to teamwork, collaboration, and a sense of belonging, which in turn enhance overall motivation and job satisfaction. Salary follows with a mean of 3.95, indicating that while financial compensation is a motivating factor, it is not the sole determinant of employee engagement. The supervision indicator scored 3.93, showing that while leadership plays a significant role in employee motivation, there may be room for improvement in managerial support and guidance. All three indicators have strong validity ($r > 0.9$) and high Cronbach's Alpha values (above 0.84), confirming the reliability of these measurements.

A well-maintained work environment significantly contributes to job performance and satisfaction. The indicator with the highest mean score in this category is noise control (4.31), reflecting that employees find their workspace relatively free from disruptive sounds, which helps maintain focus and productivity. Workspace layout (3.95) and work facilities (3.98) also received positive evaluations, indicating that the organization provides a reasonably structured and well-equipped work setting. These results suggest that the physical conditions of the workplace are conducive to effective job performance, but there is still room for further enhancements in terms of facilities and ergonomics. The high validity ($r > 0.95$) and Cronbach's Alpha values (above 0.87) further validate the reliability of these findings.

Job satisfaction indicators received moderate scores, suggesting that while employees are relatively content with their work conditions, there are areas that need improvement. Fulfillment of needs scored 3.89, indicating that employees feel their fundamental

expectations regarding workplace benefits and job conditions are being met to a considerable extent. However, fairness scored slightly lower at 3.80, pointing to potential concerns about perceived equity in task distribution, recognition, or promotional opportunities within the organization. These findings highlight the importance of implementing fair policies, transparent evaluation systems, and recognition programs to enhance job satisfaction. Notably, validity scores in this category are lower (r between 0.608 and 0.787), suggesting a broader range of employee perceptions on these issues. Nevertheless, Cronbach's Alpha values remain above 0.80, indicating acceptable reliability.

The employee performance indicators recorded the highest overall mean scores, reflecting a strong commitment to work responsibilities. Timeliness (4.44) received the highest rating across all variables, indicating that employees prioritize completing their tasks within deadlines. This result suggests a highly disciplined workforce with efficient time management skills. Commitment scored 4.08, signifying that employees are dedicated to their roles and organizational goals. Both indicators show high validity ($r > 0.86$) and excellent reliability (Cronbach's Alpha above 0.86), confirming their consistency as performance measures.

The results illustrate a motivated and high-performing workforce, particularly in terms of employee commitment, collaboration, and adherence to deadlines. However, there are key areas for improvement that could further enhance job satisfaction and motivation. Supervision and Leadership Support need to be enhanced. Since supervision scored 3.93, there is room for improvement in leadership styles, mentorship programs, and managerial engagement. Providing leadership training and feedback mechanisms could help ensure that supervisors offer more constructive guidance and motivation. Perceptions of Fairness in the Workplace also must be increased. With fairness scoring 3.80, the organization should focus on improving transparency in promotions, performance evaluations, and workload distribution to build trust and equity among employees.

Upgrading work facilities and enhancing ergonomic Workspaces is an urgent. While work environment scores were generally high, facilities

received a mean of 3.98, suggesting that investments in better equipment, workspace design, and amenities could further improve productivity. Maintaining High Performance Standards is crucial for the job performance. With timeliness scoring the highest (4.44), the organization should leverage this strength by reinforcing a culture of efficiency, responsibility, and continuous performance tracking to sustain and even

enhance productivity levels. The workforce exhibits high motivation and strong performance, leadership improvements, fairness policies, and workspace enhancements could drive even greater job satisfaction and engagement. By addressing these areas, the organization can further optimize employee well-being and long-term success.

Table 3: R-Square and Q-Square Values

No.	Variable	R-Square	Q-Square
1	Job Satisfaction (Y1)	0.612	0.479
2	Employee Performance (Y2)	0.758	0.692
3	Overall Model	0.825	0.754

The model shows strong explanatory power, especially for employee performance ($R^2 = 0.758$) and overall effectiveness ($R^2 = 0.825$), confirming that work motivation and work environment significantly impact job satisfaction and employee performance. The high Q^2 values indicate that the model is not only explanatory but also predictive, making it useful for organizational decision-making and employee management strategies. Since job satisfaction (Y1) partially mediates the

relationship between work motivation, work environment, and employee performance, efforts to enhance job satisfaction will further improve performance outcomes. This analysis confirms that the model is strong, predictive, and reliable for understanding employee motivation, satisfaction, and performance, making it a valuable tool for organizations looking to optimize their workforce productivity.

Table 4: Standardized Coefficients Analysis

Independent Variables	Standardized Coefficients (β_i)	Std. Error	Significant (p-value)	Description
Work Motivation → Job Satisfaction	0.573	0.146	0.000	Significant positive effect
Work Environment → Job Satisfaction	0.622	0.138	0.000	Significant positive effect
Work Motivation → Employee Performance	0.522	0.152	0.001	Significant positive effect
Work Environment → Employee Performance	0.499	0.148	0.001	Significant positive effect
Job Satisfaction → Employee Performance	0.024	0.125	0.001	Weak but significant effect

The standardized coefficients (β_i) represent the strength of the relationship between the independent and dependent variables. A higher β_i value indicates a stronger impact, while the p-value confirms whether the relationship is statistically significant. The standard error helps measure the reliability of the coefficient, with lower values indicating more precise estimates. From the table 3. above, work motivation → job satisfaction relationship has a $\beta_i = 0.573$, meaning that work motivation has a moderate to strong positive effect on job satisfaction. Employees who feel motivated—whether through salary, recognition, or career growth—tend to report higher job satisfaction levels. The p-value of 0.000 confirms this relationship is highly significant.

The work environment → job satisfaction link has a $\beta_i = 0.622$, which is stronger than work motivation’s effect. This suggests that a well-structured, comfortable, and supportive work environment plays a crucial role in employee satisfaction. The low standard error (0.138) ensures reliability in this result.

Organizations should therefore prioritize workplace improvements to maintain employee morale and job engagement. The work motivation → employee performance path shows $\beta_i = 0.522$, proving that motivated employees tend to perform better. This result is significant at $p = 0.001$, and with a standard error of 0.152, it suggests that motivation remains a key driver for productivity. Employees who receive recognition, incentives, and opportunities for growth consistently demonstrate higher work performance. With $\beta_i = 0.499$, the work environment also influences employee performance, but slightly less than motivation. This means that while having a good work setting matters, it is motivation that drives employees to go the extra mile. The p-value (0.001) confirms this relationship as significant. Surprisingly, job satisfaction has the weakest effect on performance ($\beta_i = 0.024$), meaning that simply being satisfied does not necessarily translate into better productivity. Although the p-value (0.001) confirms statistical significance, the low coefficient suggests that

other factors (like motivation and work environment) are more critical in driving employee performance.

V. DISCUSSION

The findings of this study highlight the significant role of work motivation and work environment in influencing job satisfaction and employee performance at Disnaker PMPTSP Malang City. The discussion integrates the results with existing theories and previous studies, providing a deeper understanding of the interrelationship among these variables.

1. Influence of Work Motivation on Job Satisfaction

The results confirm that work motivation significantly impacts job satisfaction. This aligns with Herzberg's Two-Factor Theory, which emphasizes the role of intrinsic and extrinsic factors in shaping employee satisfaction. Employees who feel recognized, adequately compensated, and supported by their supervisors tend to experience higher job satisfaction. For instance, the provision of fair salaries and opportunities for professional growth fosters a sense of fulfillment, motivating employees to perform better. These findings are consistent with Kreitner and Kinicki (2018), who argue that motivation acts as a psychological driver of employee satisfaction.

2. Influence of Work Environment on Job Satisfaction

The study reveals that the work environment significantly influences job satisfaction. Sundstrom *et al.*, (1994) suggest that a conducive work environment, characterized by proper workspace layout, reduced noise levels, and adequate facilities, enhances employee comfort and productivity. The relocation of Disnaker PMPTSP to the Mall Pelayanan Publik (MPP) illustrates how environmental improvements can elevate employee satisfaction. Employees working in a centralized and accessible location are likely to feel more valued and supported, contributing to a positive workplace atmosphere.

3. Influence of Job Satisfaction on Employee Performance

Job satisfaction significantly mediates the relationship between work motivation, work environment, and employee performance. Satisfied employees are more likely to demonstrate higher commitment, better quality of work, and punctuality. According to Judge *et al.*, (2001), job satisfaction enhances employee well-being, which in turn translates into improved performance. For instance, when employees perceive fairness and recognition in their workplace, they are more motivated to contribute to organizational goals.

4. Influence of Work Motivation and Work Environment on Employee Performance

Both work motivation and work environment have a direct and significant impact on employee performance. Employees who are motivated by recognition, fair compensation, and effective supervision tend to be more productive. Additionally, a supportive work environment reduces stress and fosters focus, enabling employees to deliver optimal results. These findings align with studies by Basalamah and As'ad (2021), which show that a combination of intrinsic motivation and a conducive environment enhances organizational productivity.

5. Mediating Role of Job Satisfaction

Job satisfaction plays a critical mediating role in the relationship between work motivation, work environment, and employee performance. This finding underscores the importance of integrating motivational strategies and environmental improvements to achieve higher performance. By addressing employee needs and creating a positive work environment, organizations can indirectly boost performance through enhanced satisfaction. These results are consistent with Faturrahman (2021), who found that job satisfaction strengthens the link between motivational factors and productivity.

VI. CONCLUSION AND RECOMENDATION

This study investigates the influence of work motivation and work environment on employee performance, with job satisfaction serving as a mediating variable at the Office of Manpower, Investment, and Integrated One-Stop Services (Disnaker PMPTSP) Malang City. The findings reveal that work motivation significantly impacts job satisfaction, highlighting the importance of intrinsic factors like recognition and extrinsic factors such as fair compensation and supervision. Similarly, the work environment plays a crucial role in enhancing job satisfaction, with factors such as workspace ergonomics, noise control, and adequate facilities contributing to a more comfortable and productive atmosphere. Job satisfaction is found to significantly influence employee performance by improving commitment, work quality, and punctuality. Moreover, work motivation and work environment directly impact employee performance, while job satisfaction acts as a mediator, strengthening the relationship between these variables and performance. Overall, the study underscores the need for integrated strategies that address motivation, the work environment, and job satisfaction to optimize employee performance in public sector organizations.

Based on the findings, several recommendations are proposed to improve employee performance at Disnaker PMPTSP Malang City. Firstly, efforts to enhance work motivation should include implementing recognition programs, ensuring fair compensation systems, and providing leadership training

for supervisors to adopt supportive practices. Secondly, improvements in the work environment should prioritize upgrading facilities, designing ergonomic workspaces, and ensuring the office location remains accessible and centralized, as evidenced by the positive effects of relocating to the Mall Pelayanan Publik (MPP). Thirdly, job satisfaction should be a strategic focus, with regular surveys to assess employee satisfaction and initiatives to foster a culture of fairness, transparency, and alignment with organizational values. Lastly, future research should explore additional variables, such as organizational culture and leadership style, and expand the scope of analysis to other sectors and regions to enhance the generalizability of findings. These recommendations aim to guide Disnaker PMPTSP and similar organizations in strengthening their human resource management strategies to achieve higher satisfaction and performance, ultimately improving public service quality.

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