

Work Motivation And Work Environment And Their Influence On Employee Performance Through Job Satisfaction

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Abstract

Keywords:

Work motivation, Work environment, Employee performance, Job satisfaction

This study aims to analyze the influence of work motivation and work environment on employee performance through job satisfaction among employees of Kobessah Kopi in the Special Region of Yogyakarta. The study used a quantitative approach with a survey method. The population and sample consisted of 60 employees determined using a saturated sampling technique. Primary data were collected through questionnaires using a Likert scale and analyzed using the Partial Sample method. Least Squares Structural Equation Modeling using SmartPLS 4.0. The results of the study indicate that work motivation has a positive and significant effect on job satisfaction, while the work environment has a negative and significant effect on job satisfaction. Work motivation has a positive but insignificant effect on employee performance, while the work environment has a positive and significant effect on employee performance. Job satisfaction has a negative but insignificant effect on employee performance. The results of the indirect effect test indicate that job satisfaction is unable to mediate the effect of work motivation or work environment on employee performance. The research findings confirm that improving the work environment provides a stronger direct contribution to improving employee performance, while increasing work motivation needs to be supported by other factors, such as competence, discipline, division of tasks, supervision, and clear work standards.

INTRODUCTION

Human resources are an important element in the success of an organization, including businesses operating in the culinary and coffee sectors. shop. In operational activities, humans are not only positioned as workers, but also as planners, implementers, and determinants of achieving organizational goals. According to (Adamy, 2016: 2) , humans always play an active and dominant role in every organizational activity because they are the planners, implementers, and determinants. Achieving organizational goals. Therefore, the success of Kobessah Kopi, Special Region of Yogyakarta, is determined not only by product quality but also by the quality of employee performance in providing service and maintaining smooth operations. coffee shop business, performance employee become aspect important Because employee face to face direct with Customer service. Fast, friendly, thorough, and consistent service will influence experience customer . (Marnis, 2008: 205) explain that company need do evaluation performance Work For know achievements Work employees and encourage employees to work more Good if evaluation done in a way honest and objective. Employee performance can seen from quality work, quantity work, accuracy time, responsibility responsibility and ability Work The same.

Employee performance No appear with itself , but influenced by various factors originating from from in self employee and environment organization. (Solihatun et al., 2021: 58) explain that internal factors that influence performance covering ability intellectual, discipline, satisfaction work , and motivation , whereas factor external covering style leadership, environment work, compensation, and systems management company. Based on matter said, research This focus discussion on motivation work and environment Work as suspected variables influence performance in a way direct and through satisfaction Work.

Work motivation is the drive that drives employees to exert their abilities and energy to achieve organizational goals. (Marnis, 2008: 267) explains that motivation is the process of influencing someone to do something desired. (Nadapdap et al., 2022: 44) state that work motivation is an employee's willingness to maximize resources to achieve organizational goals. Good motivation can encourage employees to work more diligently, responsibly, and with discipline, and to complete tasks according to targets.

Besides motivation work , environment Work own role important in support activity employees . According to (Marisya, 2022: 578) explains that the work environment includes everything around employees while working, both physical and non-physical , which can directly or indirectly affect the implementation of their work. A good and conducive work environment can provide comfort, increase concentration, and help employees complete work effectively and efficiently. In line with that, (Saefullah et al., 2022: 483–484) explain that the condition of the physical work environment can affect the comfort and ability of employees in carrying out their work. An unfavorable physical work environment can cause fatigue, reduce focus and work enthusiasm, and hinder the achievement of employee performance.

Intervening variable in this study because it is thought to be a link between work motivation and the work environment and employee performance. (Adamy, 2016: 77) explains that job satisfaction is a pleasant or unpleasant feeling experienced by employees regarding their work. Job satisfaction can be influenced by the work itself, compensation, supervision, work relationships, development opportunities, and workplace conditions.

Several previous studies have shown that work motivation, work environment, job satisfaction, and employee performance have an important relationship that deserves further study. (Solihatun et al., 2021) found that work motivation and work environment have a significant effect on employee job satisfaction and performance, and job satisfaction can mediate the influence of work motivation and work environment on employee performance. (Mursalim et al., 2023: 25–39) showed that work environment and work motivation play a role in increasing employee job satisfaction and performance. (Nelly & Erdiansyah., 2021) found that work environment and work

motivation have a positive and significant effect on employee job satisfaction and performance, but job satisfaction can only mediate the effect of work motivation on employee performance. (Nadapdap et al., 2022) showed that work motivation does not affect performance and has a positive but insignificant effect on job satisfaction, while the work environment has a positive and significant effect on employee job satisfaction and performance. (Kurniawan, 2020) found that work motivation, work environment, and job satisfaction have a positive and significant effect on employee performance, and job satisfaction is able to mediate the effect of work motivation and work environment on employee performance. (Arianto et al., 2024) showed that work motivation has a positive effect on job satisfaction but does not have a significant effect on employee performance, while the work environment has a positive effect on job satisfaction and employee performance; however, job satisfaction is not able to mediate the effect of work motivation or work environment on employee performance. (Sandy et al., 2025) found that work motivation and work environment have a significant effect on job satisfaction and employee performance, but job satisfaction has not been able to mediate the effect of work motivation or work environment on employee performance. (Virana et al., 2026) proved that work motivation and work environment have a positive and significant effect on job satisfaction, but work motivation, work environment, and job satisfaction do not have a significant effect on employee performance, and job satisfaction is not able to mediate the two relationships. (Harahap et al., 2026) found that work motivation and work environment have a positive and significant effect on job satisfaction, but do not have a direct significant effect on employee performance; job satisfaction is only able to mediate the influence of the work environment on performance. employee. (Jannah et al., 2023) show that motivation Work influential positive but No significant to performance employees, while satisfaction Work No capable mediate influence motivation Work to performance employees. Differences results study the show existence gap study so that study This important carried out in the food and beverage sector, especially for employees Kobessah Coffee, Special Region of Yogyakarta.

Kobessah Coffee is coffee shop business that has branches in Condongcatur, Bantul, Sleman, and Godean, Special Region of Yogyakarta. Activities its operations need capable employees Work fast, accurate, friendly, and professional. Problems in study This is whether motivation work and environment Work influential to performance employee through satisfaction work. Research This aim For know influence direct and indirect direct motivation work and environment Work to performance employee through satisfaction Work as intervening variables on employees Kobessah Kopi, Special Region of Yogyakarta. The novelty of this research lies in testing the mediation model on a coffee business network. shops spread across four branches in

the Special Region of Yogyakarta. This research focuses on the food sector. and beverage with operational characteristics based on direct service, intensity of interaction with customers, and the need for work coordination between employees at several branches.

METHOD

Types of research

This type of research uses a quantitative approach with a survey method. The quantitative approach was used to examine the relationship between work motivation, work environment, job satisfaction, and employee performance based on numerical data obtained from respondents.

Research Objects and Subjects

The research objects were work motivation, work environment, job satisfaction, and employee performance. The research was conducted at the Kobessah Kopi branches in Condongcatur , Bantul, Sleman, and Godean in the Special Region of Yogyakarta. The subjects were all active employees involved in the company's operational activities.

Population and Sample

The study population consisted of all 60 active employees of Kobessah Kopi in the Special Region of Yogyakarta. The sampling technique used was saturated sampling, where all members of the population were included in the study sample. This technique was chosen because the population size was relatively limited, allowing for the reach of all members.

Data collection technique

Data collection was conducted by distributing questionnaires to respondents. The questionnaires were developed based on indicators of work motivation, work environment, job satisfaction, and employee performance. A five-point Likert scale was used to measure respondents' level of agreement with each statement.

Data source

The data used in this study is primary data obtained directly from respondents through questionnaires. This data reflects employee perceptions of work motivation, work environment, job satisfaction, and employee performance. Secondary data was obtained from books, journal articles, and relevant documents to strengthen the analysis and discussion.

Data Analysis Techniques

Data were analyzed using Partial Least Squares Structural Equation Modeling with the help of SmartPLS 4.0. Measurement model testing is carried out through outer loading , Average Variance Extracted , discriminant validity , Cronbach's alpha and composite reliability . Structural model testing was conducted using R-square , Q-square , F-square , and Goodness of Fit. of Fit.

Hypothesis testing is carried out through direct effect and indirect effect . According to (RAHADI, 2023) , the relationship between variables is declared significant if the t- statistics value is greater than 1.96 and the P-value is less than 0.05.

RESULTS AND DISCUSSION

Respondent Characteristics

The respondents in this study numbered 60 people and all of them were employees of Kobessah Kopi Daerah Istimewa Yogyakarta. The majority of respondents were male (36 people or 60%). The majority of respondents were aged 21–30 years (41 people or 68.3%). Based on length of service, the majority of respondents had worked for 1–3 years (29 people or 48.3%). The majority of respondents had a high school/vocational high school education (58 people or 96.7%), while based on distance of residence, the majority of respondents lived within 1–3 kilometers from their workplace (31 people or 51.7%).

Variable Measurement Results

The results of the respondents' assessments showed that the majority of respondents' perceptions of work motivation were in the agree category (48.7%). The majority of respondents' perceptions of the work environment were in the strongly agree category (44%). The majority of respondents' perceptions of employee performance were in the agree category (45.7%), while the majority of respondents' perceptions of job satisfaction were in the agree category (48%). These results indicate that all four variables are descriptively in the good category.

Instrument Test Results

Outer test results loading shows that all indicators have a value greater than 0.70 so that they meet the convergent validity . Average value Variance Extracted all variables are greater than 0.50, while the Cronbach's value alpha and composite reliability is greater than 0.70. Thus, all constructs in the study are declared valid and reliable.

Table 1. Validity and Reliability Test Results

Variables	AVE	Cronbach's Alpha	Composite Reliability	Information
Motivation Work	0.566	0.916	0.926	Valid and reliable
Environment Work	0.565	0.915	0.921	Valid and reliable
Employee performance	0.571	0.917	0.927	Valid and reliable

Variables	AVE	Cronbach's Alpha	Composite Reliability	Information
Satisfaction Work	0.609	0.928	0.936	Valid and reliable

Source: primary data, 2026

Table 2. Results of AVE Root and Correlation Between Constructs

Variables	Job satisfaction	Employee performance	Work environment	Work motivation
Job satisfaction	0.780			
Employee performance	-0.207	0.756		
Work environment	-0.289	0.426	0.752	
Work motivation	0.620	-0.008	-0.043	0.752

Source : processed primary data , 2026

The AVE root value on the main diagonal of each construct is greater than the correlation between the other constructs . These results, along with the cross-correlation value, loading more that work motivation, work environment, employee performance, and job satisfaction have met the discriminant validity .

Structural Model Test Results

Table 3. F-Square Test Results

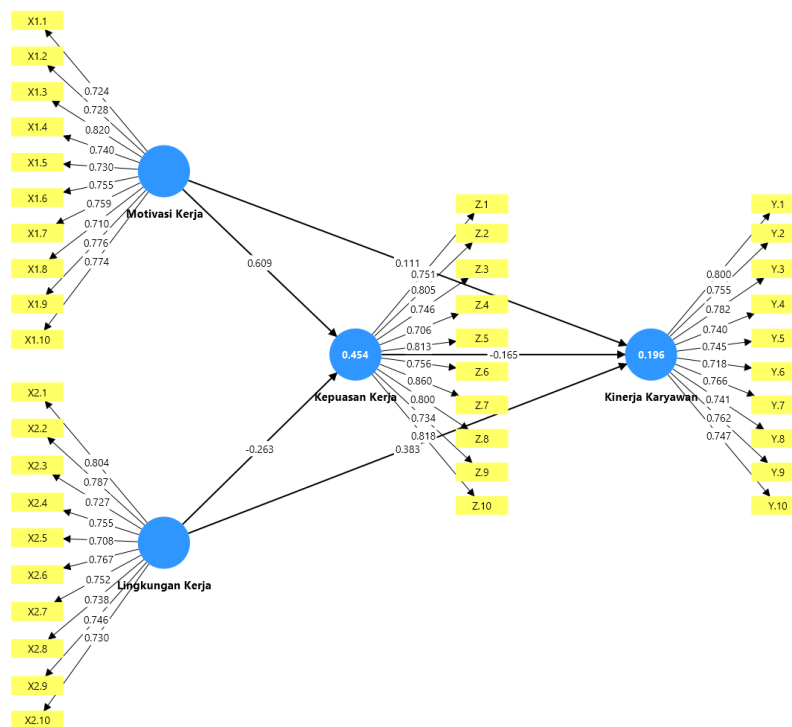
Variable Relationship	F- Square	Category
Work Motivation → Job Satisfaction	0.678	Strong
Work Motivation → Employee Performance	0.009	Very weak
Work Environment → Job Satisfaction	0.126	Weak
Work Environment → Employee Performance	0.162	Currently
Job Satisfaction → Employee Performance	0.019	Very weak

Source: processed primary data, 2026

square value indicates that work motivation has a strong influence on job satisfaction, but its influence on employee performance is very weak. The work environment has a weak influence

on job satisfaction and a moderate influence on employee performance, while job satisfaction has a very weak influence on employee performance.

Figure 1. PLS-SEM Model Results



Source : primary data, 2026

Table 4. Coefficient Test Results Determination and Predictive Relevance

Endogenous Variables	R- Square	Adjusted R- Square	Q ² Predict
Job satisfaction	0.454	0.435	0.209
Employee performance	0.196	0.153	-0.054

Source: processed primary data, 2026

Adjusted R-square value of satisfaction Work of 0.435 indicates that motivation work and environment Work capable explain satisfaction Work by 43.5%, while the rest 56.5 % is influenced by other variables . The adjusted R-square value of performance employee of 0.153 shows that motivation work , environment work and satisfaction Work capable explain performance employee by 15.3%, while the rest 84.7 % is influenced by other factors that are not studied . The Q² value predicts satisfaction Work of 0.209 shows existence relevance prediction , whereas Q² value predicts performance employee of -0.054 indicates that model capabilities in predict performance Still limited . The Goodness of Fit value of 0.432 is included category big .

Hypothesis Testing Results

Table 5. Test Results Influence Direct

Variable Relationship	Original Sample	T- Statistics	P- Values	Information
Work Motivation → Job Satisfaction	0.609	4,687	0,000	Significant
Work Environment → Job Satisfaction	-0.263	2,461	0.014	Significant
Work Motivation → Employee Performance	0.111	0.415	0.678	Not significant
Work Environment → Employee Performance	0.383	2,036	0.042	Significant
Job Satisfaction → Employee Performance	-0.165	0.678	0.498	Not significant

Source : processed primary data , 2026

Table 6. Test Results Indirect Influence

Connection Variables	Original Sample	T-Statistics	P-Values	Information
Motivation Work → Satisfaction Work → Employee Performance	-0.101	0.547	0.585	Not significant
Environment Work → Satisfaction Work → Employee Performance	0.043	0.558	0.577	Not significant

Source: processed primary data, 2026

Table 7. Total Effect Test Results

Variables	Direct Effect	Indirect Effect	Total Effect
Motivation Work on Employee Performance	0.111	-0.101	0.010
Environment Work on Employee Performance	0.383	0.043	0.426
Satisfaction Work on Employee Performance	-0.165	-	-0.165

Source: processed primary data, 2026

The total effect results show that environment Work own influence overall the biggest to performance employee of 0.426, which consists of on influence direct of 0.383 and the influence No direct by 0.043 through satisfaction work . Motivation Work own total influence of 0.010, while satisfaction Work own total influence of -0.165. With Thus , the environment Work is variables that provide contribution the strongest overall to performance employee .

H1 = The t-statistics value is $4.687 > 1.96$ and the P-Value is $0.000 < 0.05$. In conclusion , the motivation Work influential positive and significant to satisfaction Work .

H2 = The t-statistics value is $2.461 > 1.96$ and the P-Value is $0.014 < 0.05$. In conclusion , the environmental Work influential negative and significant to satisfaction Work .

H3 = The t-statistics value is $0.415 < 1.96$ and the P-Value is $0.678 > 0.05$. In conclusion , motivation Work influential positive but No significant to performance employee .

H4 = The t-statistics value is $2.036 > 1.96$ and the P-Value is $0.042 < 0.05$. In conclusion , the environmental Work influential positive and significant to performance employee .

H5 = The t-statistics value is $0.678 < 1.96$ and the P-Value is $0.498 > 0.05$. In conclusion , customer satisfaction Work influential negative but No significant to performance employee .

H6 = The t-statistics value is $0.547 < 1.96$ and the P-Value is $0.585 > 0.05$. In conclusion , customer satisfaction Work No capable mediate influence motivation Work to performance employee .

H7 = The t-statistics value is $0.558 < 1.96$ and the P-Value is $0.577 > 0.05$. In conclusion , customer satisfaction Work No capable mediate influence environment Work to performance employee .

DISCUSSION

Hypothesis First (Influence Motivation Work To Job satisfaction)

Hypothesis First show that motivation Work influential positive and significant to satisfaction work . Research results This in line with (Jannah et al., 2023) , which states that motivation Work influential significant to satisfaction work , and (Imam & Rismawati,. 2022) , who found influence positive and significant motivation to satisfaction work . (Marnis, 2008: 267) explain that motivation is a process for influence someone to do something that is desired . Employees who obtain encouragement , appreciation , direction , and opportunity develop will own more assessment positive to his job . With thus , the more Good motivation work , more and more tall satisfaction perceived work employee .

Hypothesis Second (Influence) Environment Work To Job satisfaction)

Hypothesis second show that environment Work influential negative and significant to satisfaction work . This result show that environment work that is general assessed Good Not yet Of course in a way direct increase satisfaction Work after influence motivation taken into account . According to According to (Gulo et al., 2024) , the work environment includes everything that is around employees when working, both physical and non-physical , which can influence employees in carrying out their daily tasks and work. Work No only determined by the facilities and atmosphere work , but also by income , expenses work , schedule work , opportunity developing , relationship with superiors , and suitability hope employee to work . Findings This No means company need lower quality environment work , but show the need evaluation satisfaction Work in a way more comprehensive .

Hypothesis Third (Influence) Motivation Work On Employee Performance)

Hypothesis third show that motivation Work influential positive but No significant to performance employees . Research results This in line with (Jannah et al., 2023) , who found that motivation Work influential positive but No significant to performance , and different with (Kurniawan. 2020) , who found influence positive and significant . (Kabdiyono et al., 2024) , employee performance includes work results in terms of quality and quantity, achievement of tasks and responsibilities, productivity, and employee ability to achieve organizational goals in a certain period. Good motivation Not yet Enough strong increase performance if No supported by capabilities technical , experience , discipline , training , supervision , division tasks and standards clear work .

Hypothesis Fourth (Influence) Environment Work On Employee Performance)

Hypothesis fourth show that environment Work influential positive and significant to performance employees . Research results This in line with (Nadapdap et al., 2022) , who found

that environment Work influential positive and significant to performance . (Pratama et al., 2024) , explains that the work environment includes various physical and organizational elements, such as work tools and materials, conditions around the workplace, room layout, workstation arrangement, and work methods used by individuals and groups. Environment comfortable , clean , safe work , and supported facilities and relationships good job can help employee Work more focused , fast , and efficient . In the research model this , the environment Work become factors that provide influence the strongest direct to performance employee .

Hypothesis Fifth (Influence) Satisfaction Work On Employee Performance)

Hypothesis fifth show that satisfaction Work influential negative but No significant to performance employees . Research results This in line with (Mulyati, 2024) shows that job satisfaction has a negative and insignificant effect on employee performance. (Adamy, 2016, p. 77) explain that satisfaction Work related with feeling pleasant or No pleasant to work . Although employee feel Enough satisfied , condition the Not yet automatic increase results Work Because performance still need competence , discipline , experience , targets, supervision , and standards clear operational .

Hypothesis Sixth (Influence) Motivation Work On Employee Performance Through Satisfaction Work)

Hypothesis sixth show that satisfaction Work No capable mediate influence motivation Work to performance employee motivation Work proven increase satisfaction work , but satisfaction Work No influential significant to performance so that track No direct No formed . Research results This in line with (Virana et al., 2026) , which states that satisfaction Work No capable mediate influence motivation Work to performance . Management need connect motivation in a way direct with training , work targets , evaluations , and awards based performance for motivation can produce improvement better performance real .

Hypothesis Seventh (Influence) Environment Work On Employee Performance Through Satisfaction Work)

Hypothesis seventh show that satisfaction Work No capable mediate influence environment Work to performance employees . Environment Work proven influential direct to performance , but track through satisfaction Work No significant . Research results This in line with (Sandy et al., 2025) and (Virana et al., 2026) , which shows that satisfaction Work Not yet capable mediate influence environment Work to performance . Condition facilities , spatial planning , communication , and relationships Work can help employee finish work in a way direct without must moreover formerly increase satisfaction Work.

CONCLUSION

Research result show that motivation Work influential positive and significant to satisfaction work , while environment Work influential negative and significant to satisfaction work . Motivation Work influential positive but No significant to performance employees , while environment Work influential positive and significant to performance employee satisfaction Work influential negative but No significant to performance employee as well as No capable mediate influence motivation Work and environment Work to performance employees . The total effect results also show that environment Work own influence overall the biggest to performance employees , namely of 0.426. Implications managerial study This is management Kobessah Coffee is necessary prioritize improvement environment Work physical and non-physical through repair facilities , cleanliness , security , spatial planning , communication , coordination , and relationships work . Motivation employee need improved through awards , opportunities developing , direction work , and trust . Improvement motivation is also a must supported by training , supervision , distribution tasks and standards clear work to provide influence more real to performance .

Study This limited to one group business with 60 respondents and the model's ability in explain performance Still limited . Research next can expand object and the amount respondents as well as enter variables others , such as compensation , discipline work , competence , burden work , training , style leadership , culture organization and commitment organization .

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