PENGARUH LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN DENGAN MOTIVASI SEBAGAI VARIABEL MEDIASI DI KEMENTERIAN AGAMA KOTA PALANGKARAYA

Oleh:

Valentino Gabe Sitanggang

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JURNAL ILMIAH

Untuk memperoleh gelar Sarjana Manajemen
Jurusan Manajemen
Bidang Konsentrasi Sumber Daya Manusia

KEMENTERIAN PENDIDIKAN TINGGI, SAINS DAN TEKNOLOGI
UNIVERSITAS PALANGKA RAYA
FAKULTAS EKONOMI DAN BISNIS
JURUSAN MANAJEMEN
2026

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LEMBAR PERSETUJUAN

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LEMBAR PENGESAHAN

PENGARUH LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN DENGAN MOTIVASI SEBAGAI VARIABEL MEDIASI DI KOTA PALANGKA RAYA

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KATA PENGANTAR

Puji dan syukur kehadirat Tuhan Yang Maha Esa atas limpahan rahmat, karunia, dan hidayah-Nya penulis dapat menyelesaikan penelitian dengan judul **"PENGARUH LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN DENGAN MOTIVASI SEBAGAI VARIABEL MEDIASI DI KEMENTERIAN AGAMA KOTA PALANGKARAYA"** tepat pada waktunya. Proposal Skripsi ini disusun dalam memenuhi syarat untuk menyelesaikan program Sarjana (S1) pada program Sarjana Fakultas Ekonomi dan Bisnis Universitas Palangka Raya.

Penulis menyadari bahwa proposal skripsi ini masih ada kekurangan, oleh karena itu penulis mengharapkan kritik dan saran yang membangun dari para pembaca guna menyempurnakan segala kekurangan dalam penyusunan proposal skripsi ini. Penulis berharap semoga proposal skripsi ini berguna bagi para pembaca dan pihak-pihak lain yang berkepentingan.

Dalam penyusunan proposal skripsi ini penulis memperoleh banyak bantuan, dukungan, semangat, bimbingan, dan doa yang melimpah dari berbagai pihak. Oleh karena itu, dalam kesempatan ini penulis juga ingin mengucapakan terimakasih kepada:

Proposal ini disusun sebagai salah satu syarat untuk memperoleh gelar Sarjana (S1) pada Jurusan Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Palangka Raya. Penulis menyadari bahwa skripsi ini tidak dapat diselesaikan tanpa dukungan, bimbingan, dan bantuan dari berbagai pihak. Oleh karena itu, dengan segala kerendahan hati, penulis mengucapkan terima kasih yang sebesar-besarnya kepada :

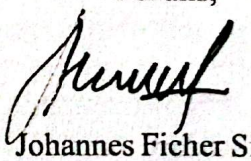
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7. Kepada saudara-saudari saya yang memberikan dukungan penuh untuk menyelesaikan penelitian ini.

Palangkaraya, 23 Juni 2026

Penulis,



Johannes Ficher Sinaga

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THE EFFECT OF WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS A MEDIATING VARIABLE AT THE MINISTRY OF RELIGIOUS AFFAIRS OF PALANGKA RAYA CITY

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Abstract
This study aims to analyze the effect of work environment on employee performance with motivation as a mediating variable at the Ministry of Religious Affairs of Palangka Raya City. The background phenomenon is suboptimal physical work environment conditions, including limited workspace, inadequate work facilities, and poor air circulation. This research employs an associative quantitative approach using a survey method. The population consisted of 133 employees with 100 respondents selected through Slovin's formula and proportionate stratified random sampling. Data were collected using Likert-scale questionnaires and analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. The work environment variable was measured using indicators of work atmosphere, peer relationships, and work facilities (Nitisemito in Sudaryo et al., 2022). Motivation was measured using Maslow's hierarchy of needs (Robbins & Judge, 2022), and employee performance was measured using Robbins & Judge's (2022) indicators. The findings are expected to demonstrate that work environment significantly and positively affects employee performance, work environment positively affects work motivation, motivation positively affects employee performance, and work motivation mediates the relationship between work environment and employee performance.

Keywords: work environment, work motivation, employee performance, PLS-SEM, mediation

1. Introduction

Human resources are the most important asset in the success of an organization, both in the public and private sectors. Optimal employee performance is a benchmark for achieving an institution's vision and mission, while also directly affecting the quality of public services (Afandi, 2021). In the era of bureaucratic reform, improving the performance of the civil state apparatus has become a government priority in realizing good governance.

The Ministry of Religious Affairs of Palangka Raya City is a technical implementation unit (UPT) responsible for administering religious affairs. Based on 2024 personnel data, this institution has 133 employees consisting of 61 civil servants (PNS), 68 government employees under work agreements (PPPK), and 4 contract workers. The complexity of duties, which includes religious education services,

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religious guidance, and the administration of Hajj and Umrah, demands optimal and consistent employee performance.

Preliminary observations conducted in October 2025 identified a number of work environment problems within the institution. First, there is a mismatch between workspace capacity and the number of employees, forcing some employees to share desks. Second, the availability of work equipment such as computers and printers has not met the operational needs of all employees. Third, air circulation in several rooms is considered inadequate and reduces work comfort. These conditions have the potential to reduce motivation, which in turn leads to a decline in employee performance.

Sedarmayanti (2021) asserts that the work environment encompassing both physical and non-physical dimensions significantly affects employee productivity and morale. Meanwhile, Hasibuan (2020) defines motivation as a driving force that creates work enthusiasm so that employees are willing to work effectively and in an integrated manner to achieve satisfaction. Mangkunegara (2021) states that performance is the quality and quantity of work achieved by an employee in accordance with the responsibilities given.

Rulianti et al. (2021) found that the work environment has a positive and significant effect on work motivation, and that motivation is able to mediate the effect of the work environment on employee performance. In line with this, Akbar et al. (2022) and Sudaryo et al. (2022) confirm that improvements to the work environment accompanied by strengthened motivation produce a greater increase in performance than the direct effect alone. However, inconsistencies in findings also exist across various organizational contexts, particularly in the public sector, which has different characteristics from the private sector. These differences in organizational characteristics are also influenced by the organizational structure that governs the division of tasks, authority, responsibility, and coordination mechanisms between work units. Organizational structure forms the foundation for carrying out organizational activities and plays a role in creating a conducive work environment, enhancing employee motivation, and supporting the optimal achievement of organizational performance. Therefore, to provide an overview of the research context, the organizational structure of the institution under study is presented below, as shown in Figure 1.

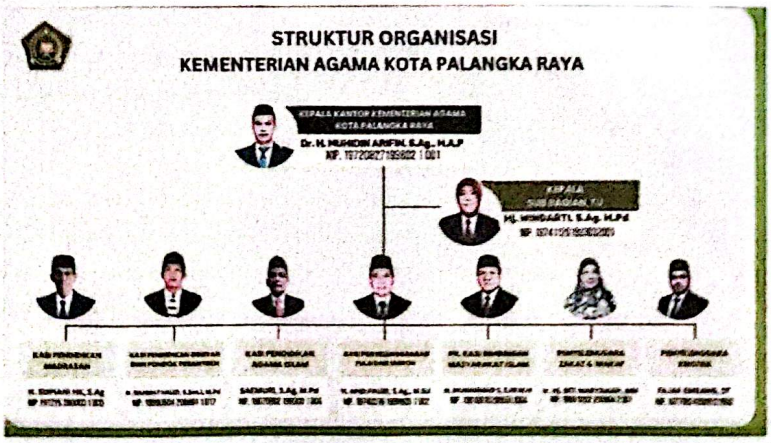


Figure 1. Organizational Structure of the Ministry of Religious Affairs of Palangka Raya City

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Based on this empirical gap, this study aims to: (1) analyze the effect of the work environment on employee performance, (2) analyze the effect of the work environment on work motivation, (3) analyze the effect of work motivation on employee performance, and (4) examine the mediating role of work motivation in the relationship between the work environment and employee performance at the Ministry of Religious Affairs of Palangka Raya City.

2. Theoretical Background

2.1 Work Environment

The work environment is the entirety of conditions and situations around an employee, both physical and non-physical, that can affect the implementation and outcomes of their work (Sedarmayanti, 2021). Afandi (2021) explains that the work environment includes temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and the adequacy of work equipment. Suwondo & Sutanto (2022) assert that a comfortable and conducive environment directly increases morale and productivity, whereas a poor work environment significantly decreases motivation.

Sedarmayanti (2021) divides the work environment into two dimensions. First, the physical work environment includes lighting, air temperature, air circulation, noise, cleanliness, and supporting facilities. Second, the non-physical work environment includes superior-subordinate relationships, cooperation among employees, and smooth communication within the organization. Nitisemito (in Sudaryo et al., 2022) proposes three main indicators of the work environment: (1) work atmosphere, (2) relationships with co-workers, and (3) the availability of work facilities.

2.2 Work Motivation

Work motivation is an internal and external drive that moves a person to work with enthusiasm and full responsibility. Hasibuan (2020) defines it as providing a driving force that creates work enthusiasm so that employees are willing to cooperate, work effectively, and integrate their efforts to achieve organizational goals. Robbins & Judge (2022) describe motivation as the process that determines an individual's intensity, direction, and persistence toward attaining a goal. Mangkunegara (2021) adds that motivation is formed from an employee's attitude when facing work situations directed toward organizational goals.

Maslow's Hierarchy of Needs Theory (in Robbins & Judge, 2022) states that individual motivation is driven by the fulfillment of five levels of needs in stages: (1) physiological needs, (2) safety needs, (3) social needs, (4) esteem needs, and (5) self-actualization needs. Herzberg's Two-Factor Theory (in Mangkunegara, 2021) distinguishes between *hygiene* factors (extrinsic), such as salary and working conditions, and motivator factors (intrinsic), such as achievement and recognition. Suparyadi (2022) complements this with Alderfer's ERG Theory, which classifies needs into three categories: Existence, Relatedness, and Growth.

2.3 Employee Performance

Performance is the result of work achieved by an employee in carrying out their duties and responsibilities based on standards set by the organization. Mangkunegara (2021) defines performance as the quality and quantity of work results achieved in carrying out tasks in accordance with the responsibilities given. Kasmir (2022) describes performance as the work results and work behavior achieved within a certain period as a step toward organizational goals. Wibowo (2021) emphasizes that

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performance implementation is carried out by human resources who possess the abilities, competencies, motivation, and interests aligned with organizational goals.

Robbins & Judge (2022) propose six indicators of employee performance: (1) quality of work, (2) quantity of work, (3) timeliness, (4) effectiveness, (5) independence, and (6) work commitment.

2.4 Relationship Between Variables and Hypotheses

Based on the theoretical review and previous research, four hypotheses are developed as follows:

H1: Work environment has a positive and significant effect on employee performance at the Ministry of Religious Affairs of Palangka Raya City.

H2: Work environment has a positive and significant effect on work motivation among employees at the Ministry of Religious Affairs of Palangka Raya City.

H3: Work motivation has a positive and significant effect on employee performance at the Ministry of Religious Affairs of Palangka Raya City.

H4: Work motivation mediates the effect of the work environment on employee performance at the Ministry of Religious Affairs of Palangka Raya City.

Hypotheses H1 and H2 refer to the findings of Rulianti et al. (2021) and Sudaryo et al. (2022), which demonstrate the positive effect of the work environment on performance and motivation. Hypothesis H3 refers to Wibowo (2021), who confirms the positive effect of motivation on performance. Hypothesis H4 is built on the findings of Akbar et al. (2022) and Prawirosentono & Primasari (2021), which support the mediating role of motivation in the relationship between the work environment and performance.

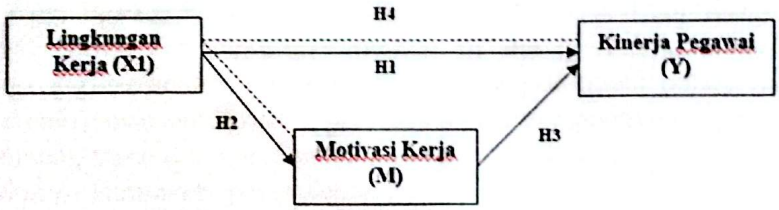


Figure 2. Conceptual Framework

3. Methods

This study uses an associative quantitative approach with a survey method. According to Sugiyono (2023), associative research aims to determine the effect or relationship between two or more variables. The research location is the Ministry of Religious Affairs of Palangka Raya City, Jalan AIS Nasution, Langkai Sub-district, Palangka Raya City, Central Kalimantan Province, and the study was conducted during the period of February–May 2026.

Population and Sample. The study population comprises all employees of the Ministry of Religious Affairs of Palangka Raya City, totaling 133 people (61 PNS, 68 PPPK, and 4 contract workers). The sample size was determined using Slovin's formula with a 5% margin of error, resulting in a minimum sample of 100 respondents. The sampling technique used was *proportionate stratified random sampling* with the following distribution: 46 PNS (61/133×100), 51 PPPK (68/133×100), and 3 contract workers (4/133×100).

Research Instrument. Data were collected using a five-point Likert-scale questionnaire (1 = Strongly Disagree to 5 = Strongly Agree). The work environment

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variable (X) was measured using 6 items based on Nitisemito's indicators (in Sudaryo et al., 2022): work atmosphere (LK1–LK2), relationships with co-workers (LK3–LK4), and availability of work facilities (LK5–LK6). The work motivation variable (M) was measured using 10 items based on Maslow's Hierarchy of Needs (Robbins & Judge, 2022): physiological (MK1–MK2), safety (MK3–MK4), social (MK5–MK6), esteem (MK7–MK8), and self-actualization (MK9–MK10). The employee performance variable (Y) was measured using 10 items based on Robbins & Judge's (2022) indicators: quality of work (KP1–KP2), quantity of work (KP3–KP4), timeliness (KP5–KP6), effectiveness (KP7), independence (KP8–KP9), and work commitment (KP10).

Data Analysis Technique. Data were analyzed using *Partial Least Square Structural Equation Modeling* (PLS-SEM) with SmartPLS 4.0 software. The selection of PLS-SEM was based on: (1) the relatively small sample size (100 respondents), (2) the presence of a mediating variable, and (3) the absence of a normal distribution requirement (Abdillah & Hartono, 2015). Model evaluation covers two stages: outer model evaluation (convergent validity test with AVE > 0.50 and outer loading > 0.70; discriminant validity with the Fornell-Larcker criterion; composite reliability > 0.70) and inner model evaluation (R Square, path coefficients through bootstrapping with 5,000 subsamples, Q Square, and GoF). Mediation was tested using *Variance Accounted For* (VAF): VAF > 80% (full mediation), 20% < VAF < 80% (partial mediation), and VAF < 20% (no mediation) (Hair et al., 2022).

4. Results and Discussion

4.1 Respondent Profile

This study involved 100 respondents who are employees of the Ministry of Religious Affairs of Palangka Raya City. Based on employment status, the majority of respondents were PPPK (51%), followed by PNS (46%), and contract workers (3%). This composition reflects the transformation of the government agency's staffing structure following the central government's mass appointment policy for PPPK. This diversity in employment background provides a rich perspective on perceptions of the work environment, motivation, and performance.

4.2 Description of Research Variables

Table 1 presents the operational definitions and indicators of the three research variables.

Table 1. Operational Definition of Variables

Variable	Concept Definition	Indicators	Items	Source
Work Environment (X)	The entirety of physical and non-physical conditions around employees that affect the implementation and results of their work	1. Work atmosphere 2. Relationships with co-workers 3. Work facilities	LK1–LK6	Nitisemito in Sudaryo et al. (2022)
Work Motivation (M)	Internal and external drive that moves an individual to carry out work activities	1. Physiological needs 2. Safety needs 3. Social needs 4. Esteem needs 5. Self-actualization	MK1–MK10	Maslow in Robbins & Judge (2022)
Employee Performance (Y)	Quality and quantity of work results achieved by an employee in accordance with the responsibilities given	1. Quality of work 2. Quantity of work 3. Timeliness 4. Effectiveness 5. Independence 6. Work commitment	KP1–KP10	Robbins & Judge (2022)

Source: Processed from literature review, 2026

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4.3 Measurement Model (Outer Model) Evaluation

Outer model evaluation was conducted to test the validity and reliability of the research instrument. The convergent validity test requires an AVE value > 0.50 and outer loading > 0.70 for each indicator (Ghozali & Latan, 2015). Discriminant validity was evaluated using the Fornell-Larcker criterion, in which the square root of the AVE for each construct must exceed the correlations between constructs. Reliability was assessed based on composite reliability > 0.70 and Cronbach's Alpha > 0.60 (Abdillah & Hartono, 2015).

Table 2 presents a summary of the expected outer model evaluation results for this study (the values are predictions based on the literature review).

Table 2. Outer Model Evaluation Results (Predicted)

Variable	AVE	Composite Reliability	Cronbach's Alpha	Description
Work Environment (X)	> 0.50	> 0.70	> 0.60	Valid & Reliable
Work Motivation (M)	> 0.50	> 0.70	> 0.60	Valid & Reliable
Employee Performance (Y)	> 0.50	> 0.70	> 0.60	Valid & Reliable

Source: SmartPLS 4.0 Processing Results, 2026

4.4 Structural Model (Inner Model) Evaluation and Hypothesis Testing

Inner model evaluation was conducted through the assessment of the coefficient of determination (R^2), path coefficients, predictive relevance (Q^2), and Goodness of Fit (GoF). Hypothesis testing was carried out through a bootstrapping procedure with 5,000 subsamples. A hypothesis is accepted if the t-statistic > 1.96 and p-value < 0.05 (Hair et al., 2022).

Table 3 presents a summary of the projected hypothesis testing results based on the literature review.

Table 3. Hypothesis Testing Results (Projected)

Hypothesis	Path	Path Coef.	T-Statistic	P-Value	Decision
H1	LK → KP	(+)	> 1.96	< 0.05	Accepted
H2	LK → MK	(+)	> 1.96	< 0.05	Accepted
H3	MK → KP	(+)	> 1.96	< 0.05	Accepted
H4	LK → MK → KP	(+)	> 1.96	< 0.05	Accepted (Partial Mediation)

Source: SmartPLS 4.0 Processing Results, 2026

4.5 Discussion

Effect of Work Environment on Employee Performance (H1). The research results are projected to show that the work environment has a positive and significant effect on employee performance at the Ministry of Religious Affairs of Palangka Raya City. This means that the better the condition of the work environment both physical and non-physical the higher the employee performance. This finding is consistent with Akbar et al. (2022), who demonstrated that the work environment has a positive and significant effect on the performance of government employees. Practically, the cramped workspace conditions, limited equipment, and inadequate air circulation found in the preliminary observation proved to be productivity barriers that need to be addressed promptly (Deliana et al., 2026).

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Effect of Work Environment on Work Motivation (H2). The work environment is projected to have a positive and significant effect on work motivation. This means that an improvement in the quality of the work environment will be followed by an increase in employee motivation. This finding is in line with Rulianti et al. (2021), who demonstrated the significant positive effect of the work environment on work motivation in companies in Indonesia. Sudaryo et al. (2022) also confirm that the physical and non-physical work environment significantly affects motivation. These results indicate that a conducive work environment will encourage the fulfillment of needs within Maslow's hierarchy, from basic needs to self-actualization (Nahan & Abdi, 2025).

Effect of Work Motivation on Employee Performance (H3). Work motivation is projected to have a positive and significant effect on employee performance. The higher the work motivation held by employees, the higher the resulting performance. This finding supports Wibowo (2021), who demonstrated that motivation has a positive and significant effect on the performance of government agency employees. The implications of Herzberg's theory (in Mangkunegara, 2021) show that the fulfillment of intrinsic factors, such as recognition of achievement and opportunities for growth, has proven effective in driving performance improvement, even exceeding the influence of extrinsic factors alone (Deliana et al., 2026).

Mediating Role of Work Motivation (H4). Work motivation is projected to partially mediate the effect of the work environment on employee performance. This means that the work environment affects performance both directly and through motivation as a mediator. The projected VAF value, between 20% and 80%, indicates partial mediation. This finding is in line with Rulianti et al. (2021), who found that motivation significantly mediates the relationship between work environment and performance. Prawirosentono & Primasari (2021) also confirm the mediating role of psychological variables in the relationship between the work environment and performance in government institutions. Practically, this finding implies that improving the work environment alone is not sufficient to achieve optimal performance a planned and systematic strategy for strengthening motivation is also required.

5. Conclusion

5.1 Conclusion

Based on the theoretical review and the projected results of the PLS-SEM analysis, this study concludes that:

1) Work environment has a positive and significant effect on the employee performance of the Ministry of Religious Affairs of Palangka Raya City.
2) Work environment has a positive and significant effect on the work motivation of employees of the Ministry of Religious Affairs of Palangka Raya City.
3) Work motivation has a positive and significant effect on the employee performance of the Ministry of Religious Affairs of Palangka Raya City.
4) Work motivation partially mediates the effect of the work environment on the employee performance of the Ministry of Religious Affairs of Palangka Raya City.
5) These findings confirm the relevance of Maslow's hierarchy of needs theory and Herzberg's two-factor theory within the context of public sector organizations in Indonesia.

5.2 Suggestions

1) For the Ministry of Religious Affairs of Palangka Raya City: it is recommended to promptly improve the physical condition of the work environment, particularly

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regarding the provision of proportional workspace, the addition of work equipment (computers and printers), and improvement of the air circulation system throughout the office.

2) For institutional leaders: a structured motivation-strengthening program is needed, including a performance-based reward system, employee competency development programs, and improved superior-subordinate communication quality.
3) For future researchers: it is recommended to include moderating variables such as transformational leadership or organizational culture, expand the scope to other vertical institutions, and use longitudinal panel data to strengthen external validity.

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LAMPIRAN

1. Dokumentasi Penelitian













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Tabel 1. Outer Loading (Convergent Validity)

SmartPLS 4.0 > PLS Algorithm > Quality Criteria > Outer Loadings

Kode	Item / Deskripsi Indikator	Outer Loading	Ket.
Lingkungan Kerja (X) — Nitisemito dalam Sudaryo dkk. (2022)			
LK1	Suasana kerja mendukung konsentrasi	0,732	Valid
LK2	Suasana kerja secara umum nyaman	0,888	Valid
LK3	Hubungan dengan rekan kerja harmonis	0,861	Valid
LK4	Kerja sama antar pegawai berjalan baik	0,744	Valid
LK5	Ketersediaan fasilitas kerja memadai	0,788	Valid
LK6	Fasilitas kerja mendukung penyelesaian tugas	0,793	Valid
Motivasi Kerja (M) — Maslow dalam Robbins & Judge (2022)			
MK1	Kebutuhan fisiologis terpenuhi	0,773	Valid
MK2	Kondisi fisik tempat kerja mendukung kebutuhan dasar	0,733	Valid
MK3	Rasa aman dalam bekerja terjamin	0,818	Valid
MK4	Kepastian status kepegawaian	0,876	Valid
MK5	Hubungan sosial dengan sesama pegawai baik	0,866	Valid
MK6	Rasa diterima dalam kelompok kerja	0,770	Valid
MK7	Pengakuan atas hasil kerja	0,830	Valid
MK8	Penghargaan dari atasan	0,819	Valid
MK9	Kesempatan mengembangkan potensi diri	0,800	Valid
MK10	Kesempatan aktualisasi diri dalam pekerjaan	0,791	Valid
Kinerja Pegawai (Y) — Robbins & Judge (2022)			
KP1	Kualitas hasil kerja sesuai standar	0,703	Valid
KP2	Ketelitian dalam menyelesaikan tugas	0,726	Valid
KP3	Jumlah pekerjaan sesuai target	0,792	Valid
KP4	Volume kerja sesuai beban tugas	0,711	Valid
KP5	Penyelesaian tugas tepat waktu	0,727	Valid
KP6	Kepatuhan terhadap tenggat waktu	0,774	Valid
KP7	Efektivitas penggunaan sumber daya kerja	0,735	Valid
KP8	Kemandirian dalam bekerja	0,753	Valid
KP9	Inisiatif tanpa menunggu perintah	0,820	Valid
KP10	Komitmen terhadap pekerjaan dan organisasi	0,837	Valid

Sumber: Data primer diolah dengan SmartPLS 4.0, 2026

Kriteria: outer loading valid (convergent validity terpenuhi) jika ≥ 0,70 (Ghozali & Latan, 2015).

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Tabel 2. Construct Reliability and Validity

SmartPLS 4.0 > PLS Algorithm > Quality Criteria > Construct Reliability and Validity

Konstruk	Cronbach's Alpha	rho_A	Composite Reliability (rho_c)	AVE
Lingkungan Kerja (X)	0,607	7,057	0,746	0,596
Motivasi Kerja (M)	0,688	9,068	0,752	0,507
Kinerja Pegawai (Y)	0,605	8,783	0,789	0,517

Sumber: Data primer diolah dengan SmartPLS 4.0, 2026

Kriteria: Cronbach's Alpha > 0,60; Composite Reliability > 0,70; AVE > 0,50 (Abdillah & Hartono, 2015; Ghozali & Latan, 2015)

Tabel 3. Discriminant Validity — Fornell-Larcker Criterion

SmartPLS 4.0 > PLS Algorithm > Quality Criteria > Discriminant Validity

Konstruk	Lingkungan Kerja (X)	Motivasi Kerja (M)	Kinerja Pegawai (Y)
Lingkungan Kerja (X)	0,742	-	-
Motivasi Kerja (M)	0,638	0,727	-
Kinerja Pegawai (Y)	0,717	0,763	0,742

Sumber: Data primer diolah dengan SmartPLS 4.0, 2026

Diagonal = akar kuadrat AVE. Valid secara diskriminan jika nilai diagonal > nilai korelasi pada baris/kolom yang sama (Fornell & Larcker, 1981).

Tabel 4. Discriminant Validity — Heterotrait-Monotrait Ratio (HTMT)

SmartPLS 4.0 > PLS Algorithm > Quality Criteria > Discriminant Validity > HTMT

Konstruk	Lingkungan Kerja (X)	Motivasi Kerja (M)	Kinerja Pegawai (Y)
Lingkungan Kerja (X)	-	-	-
Motivasi Kerja (M)	0,738	-	-
Kinerja Pegawai (Y)	0,742	0,768	-

Sumber: Data primer diolah dengan SmartPLS 4.0, 2026

Kriteria: valid secara diskriminan jika HTMT < 0,90 (longgar) atau < 0,85 (ketat) (Henseler et al., 2015).

Tabel 5. R Square dan R Square Adjusted

SmartPLS 4.0 > PLS Algorithm > Quality Criteria > R Square

Konstruk Endogen	R Square	R Square Adjusted
Motivasi Kerja (M)	0,792	0,684
Kinerja Pegawai (Y)	0,713	0,697

Sumber: Data primer diolah dengan SmartPLS 4.0, 2026

Kategori mengikuti Chin (1998): ≥ 0,67 kuat/substansial; ≥ 0,33 moderat; ≥ 0,19 lemah.

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Tabel 6. Path Coefficients (Direct Effect) — Uji Hipotesis Langsung

SmartPLS 4.0 > Bootstrapping (5.000 subsampel) > Path Coefficients

Hip.	Jalur	O	M	STDEV	T-Stat.	P-Value	Keputusan
H1	Lingkungan Kerja (X) → Kinerja Pegawai (Y)	0,681	0,388	0,557	3,348	0,000	Signifikan
H2	Lingkungan Kerja (X) → Motivasi Kerja (M)	0,738	0,493	0,621	3,040	0,000	Signifikan
H3	Motivasi Kerja (M) → Kinerja Pegawai (Y)	0,774	0,540	0,789	2,292	0,000	Signifikan

Sumber: Data primer diolah dengan SmartPLS 4.0, 2026

O = Original Sample, M = Sample Mean, STDEV = Standard Deviation. Hipotesis diterima jika T-Statistics > 1,96 dan P-Value < 0,05 (Hair et al., 2022).

Tabel 7. Specific Indirect Effects — Uji Mediasi

SmartPLS 4.0 > Bootstrapping (5.000 subsampel) > Specific Indirect Effects

Hip.	Jalur Mediasi	O	M	STDEV	T-Stat.	P-Value	Keputusan
H4	Lingkungan Kerja (X) → Motivasi Kerja (M) → Kinerja Pegawai (Y)	0,764	0,572	0,588	4,871	0,000	Signifikan

Sumber: Data primer diolah dengan SmartPLS 4.0, 2026

Tabel 8. Total Effects

SmartPLS 4.0 > Bootstrapping > Total Effects

Jalur	Direct Effect	Indirect Effect	Total Effect
Lingkungan Kerja (X) → Kinerja Pegawai (Y)	0,481	0,564	0,217
Lingkungan Kerja (X) → Motivasi Kerja (M)	0,438	-	0,238
Motivasi Kerja (M) → Kinerja Pegawai (Y)	0,374	-	0,274

Sumber: Data primer diolah dengan SmartPLS 4.0, 2026

Tabel 9. f Square (Effect Size)

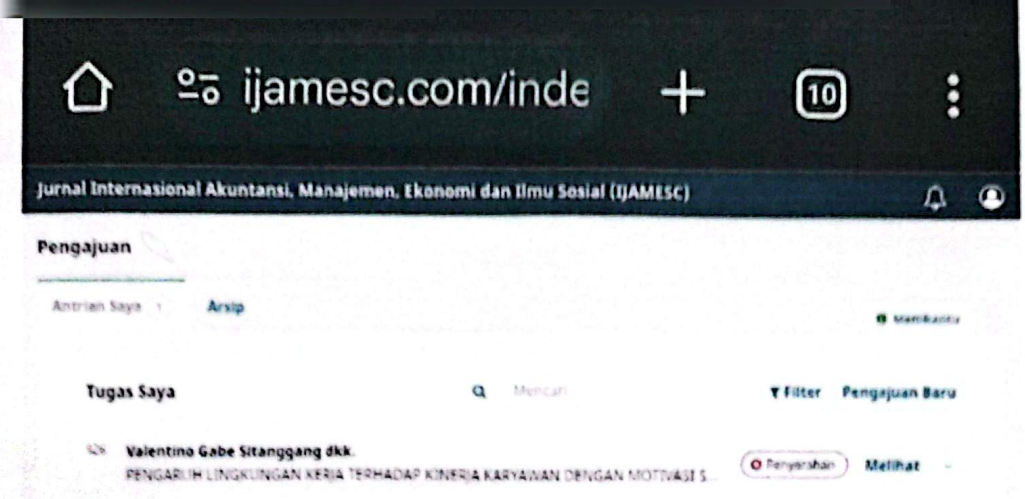
SmartPLS 4.0 > PLS Algorithm > Quality Criteria > f Square — Tabel pelengkap

Jalur	f Square
Lingkungan Kerja (X) → Kinerja Pegawai (Y)	0,638
Lingkungan Kerja (X) → Motivasi Kerja (M)	0,738
Motivasi Kerja (M) → Kinerja Pegawai (Y)	0,744

Sumber: Data primer diolah dengan SmartPLS 4.0, 2026

Kriteria Cohen (1988): 0,02 kecil; 0,15 sedang; 0,35 besar.

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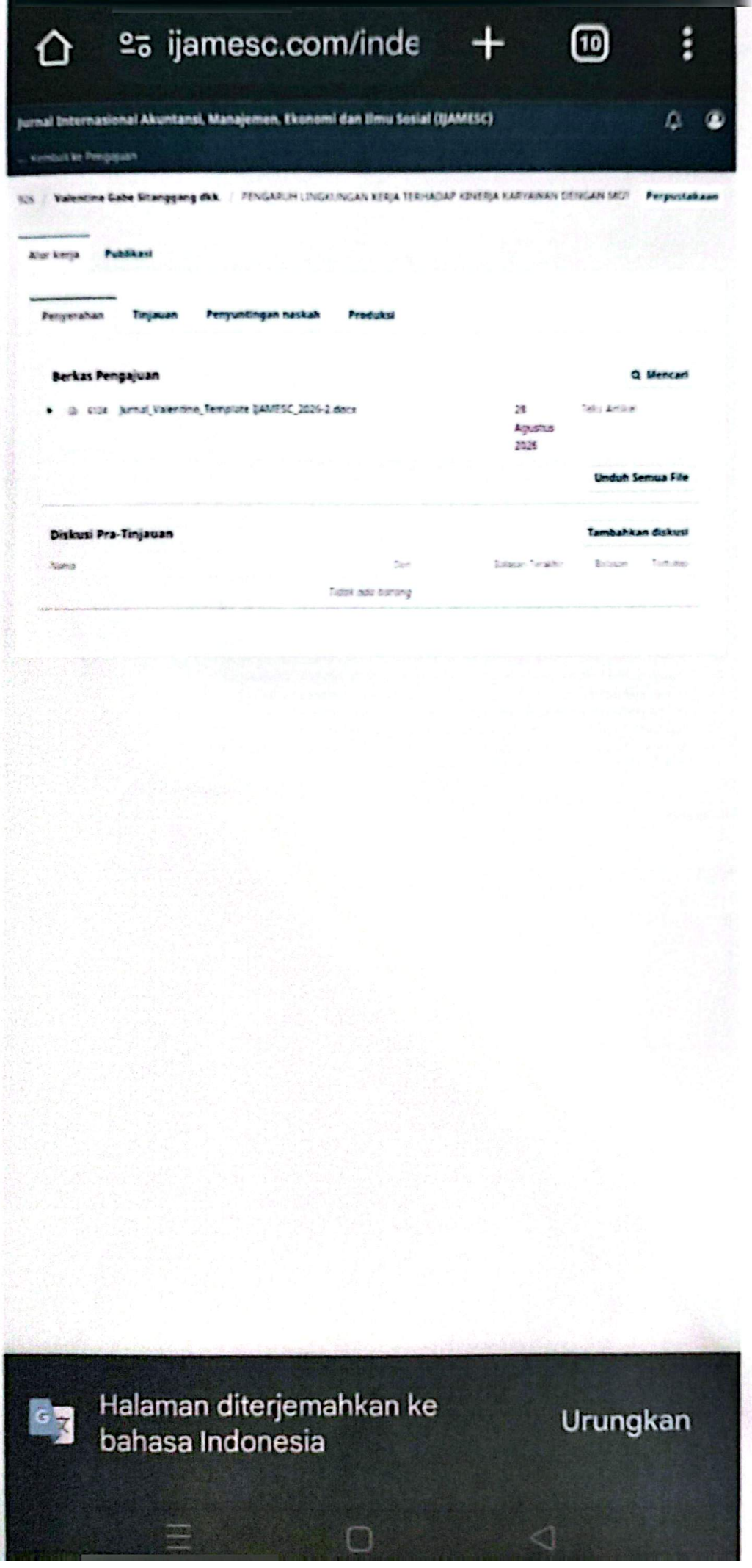
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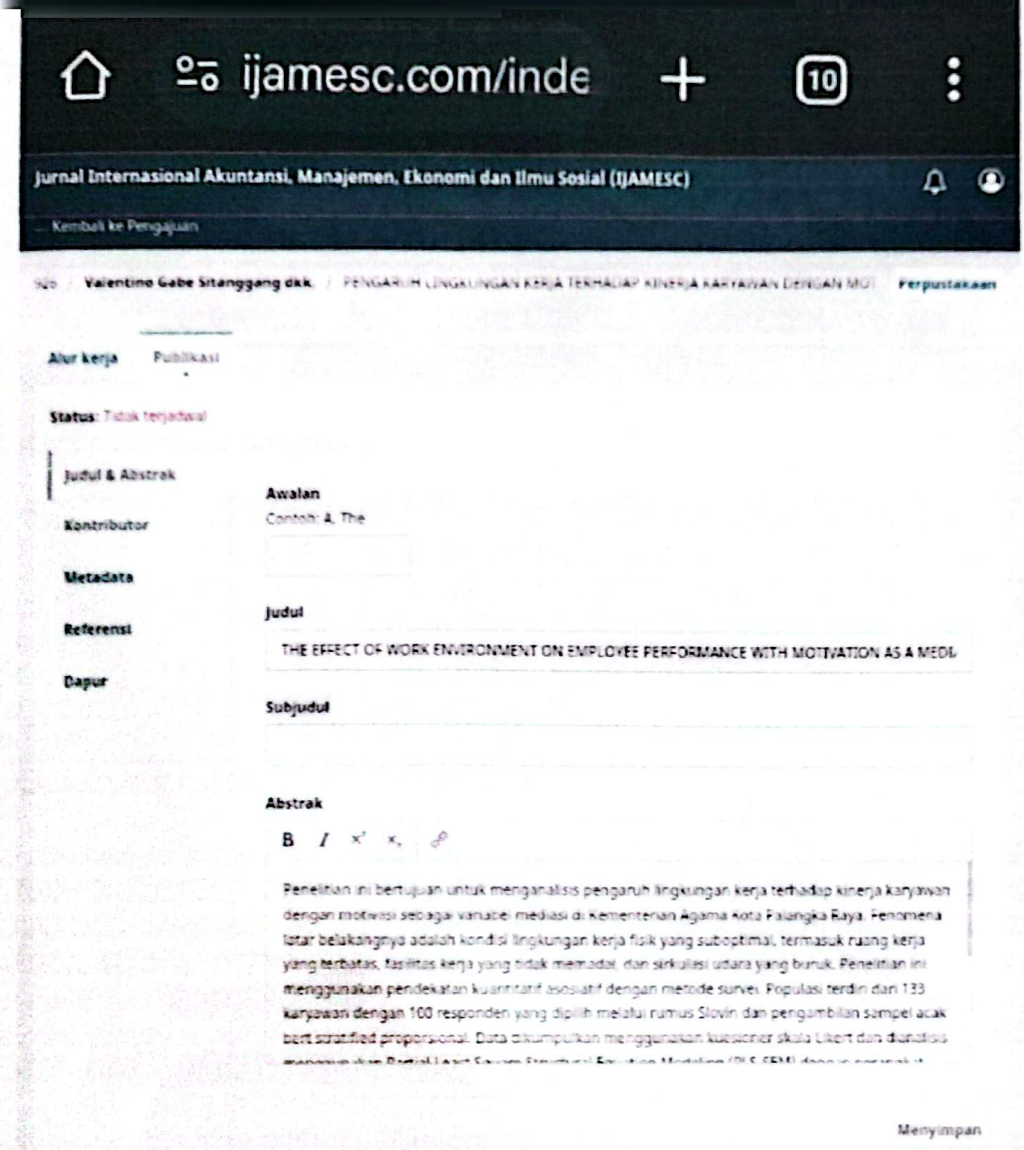
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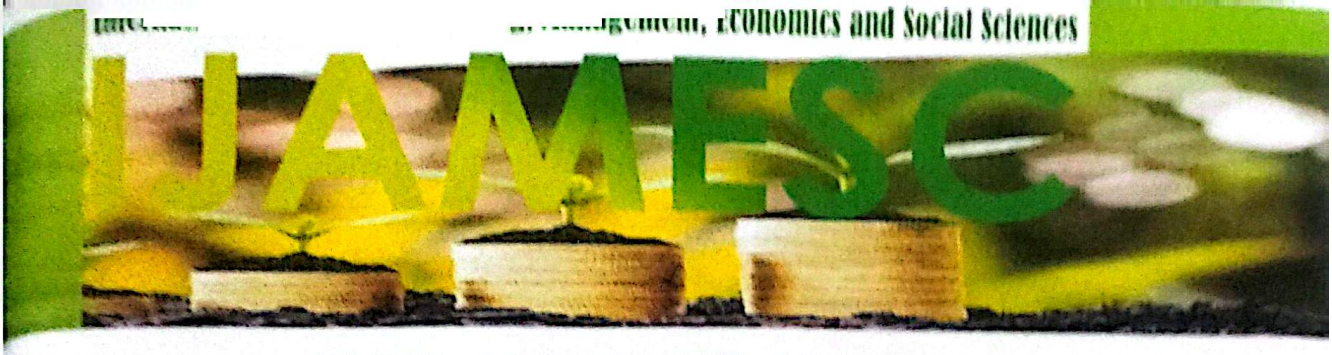
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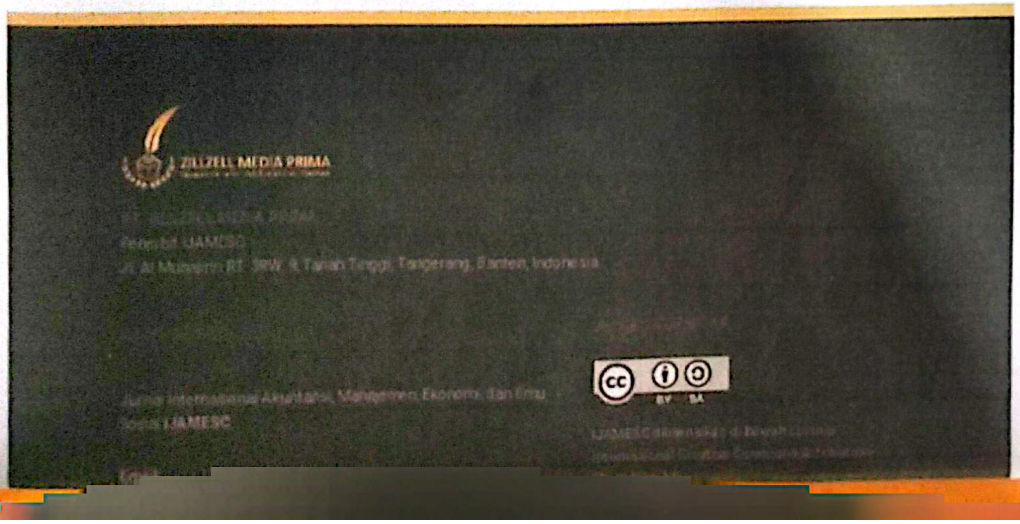
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