

The Effect of Work Motivation, Work Environment on Sustainable Employee Performance Mediated by Job Satisfaction Passengers Service Division PT USS

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ARTICLE INFO

Keywords: Work Motivation, Work Environment, Job Satisfaction, Sustainable Employee Performance

Received : 16, August

Revised : 30, August

Accepted: 13, September

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ABSTRACT

This study examines the impact of work motivation and work environment on long-term employee performance, with job satisfaction serving as a mediator, involving 94 permanent employees of the Passengers Service Division at PT USS. The study was conducted because employees in the ground handling sector have a strategic role in supporting the smooth operation of flights and airport services; however, high workload dynamics, strict safety standards, and demanding working conditions can affect their job satisfaction and the sustainability of their performance. A standardized questionnaire with a 5-point Likert scale was used to obtain quantitative data, which was then analyzed using Structural Equation Modeling-Partial Least Squares with SmartPLS 4.0 software to test seven hypotheses. The findings reveal that work motivation and work environment have a positive and considerable impact on long-term employee performance, and that job satisfaction significantly moderates the impact of work motivation and work environment on long-term employee performance.

INTRODUCTION

Employee performance is a crucial aspect of organizational success, as high-performing employees are strategic assets in achieving company goals. Sustainable performance is defined as an individual's ability to consistently maintain optimal performance without sacrificing future work quality. In this context, factors such as individual ability, organizational support, and work motivation play a crucial role in maintaining sustainable performance.

PT USS, as a ground handling company in Tangerang, plays a vital role in supporting smooth flight operations. However, interviews with management revealed a decline in employee performance in the Passenger Service division. This phenomenon is evident in the decline in employee performance, which has not yet reached 100% of the company's standards. Several contributing factors identified include decreased work motivation, a suboptimal work environment, and low job satisfaction due to limited appreciation and career development opportunities.

In the competitive aviation industry, PT USS requires superior employee performance to ensure service quality and operational safety. Performance data from 2022–2024 shows a downward trend in the Passenger Service division, further underscoring the importance of research into factors influencing sustainable performance. Pre-survey results of employees also support findings of issues with work motivation, the work environment, and job satisfaction.

Academically, this research addresses a gap in previous research. Many studies address employee performance in the manufacturing, banking, or education sectors, but these are limited to the ground handling industry, which has specific characteristics such as stringent safety standards and high workloads. Furthermore, previous research findings often show inconsistencies, with the influence of motivation, work environment, and job satisfaction on sustainable performance not always significant, necessitating further testing.

This research also examines the role of job satisfaction as a mediating variable, a rarely studied simultaneous study of work motivation and the work environment. This study aims to provide a more comprehensive knowledge of the relationship between these factors by utilizing the Structural Equation Modeling - Partial Least Squares (SEM-PLS) approach. This is expected to provide theoretical contributions to the human resource management literature and practical contributions to PT USS in improving sustainable employee performance.

LITERATURE REVIEW

Grand Theory

This study uses the Resource-Based View (RBV) as its grand theory. RBV was first introduced by Wernerfelt (1984) as a framework that places a company's internal resources at the center of creating competitive advantage. Wernerfelt (1984) asserted that a company can be analyzed as a collection of unique resources, which, if managed properly, can create superior performance compared to competitors. This concept was then significantly developed by Barney (1991), who stated that resources can become the basis for sustainable

competitive advantage if they meet four main characteristics: valuable, rare, inimitable, and non-substitutable.

Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) are a set of global goals agreed by the United Nations (UN) in 2015 to end poverty, safeguard the environment, and secure prosperity for everyone by 2030 (United Nations, 2015). According to Sachs (2012), the SDGs are a global framework designed to guide countries in achieving inclusive and sustainable development.

SDGs and Human Resource Management

The link between the SDGs and human resource management is becoming increasingly important as organizations play a strategic role in achieving these goals, particularly those related to decent work, equality, education, and inclusion. According to Ehnert et al. (2016), the concept of Sustainable Human Resource Management (Sustainable HRM) emerged as an approach that integrates sustainability principles into workforce management practices.

The Relationship between SDGs and Research Variables

This research has a close relationship with the Sustainable Development Goals (SDGs), especially SDG 8: Decent Work and Economic Growth and SDG 3: Good Health and Well-being. The main variables in this study are work motivation, directly related to efforts to create decent and productive work as stated in SDG 8. Work motivation built through appropriate income, appreciation for performance, and clear career opportunities supports improving work quality and employee engagement in the organization's productive processes. Furthermore, the variable work environment It is also highly relevant to SDG 8, as it encompasses aspects such as safety, comfort, and positive social relationships among employees. A healthy and supportive work environment not only increases productivity but also relates to SDG 3, as it contributes to employee mental health and well-being.

Sustainable Employee Performance

Sustainable employee performance is a concept that reflects an individual's ability to maintain a high level of performance consistently in the long term, without experiencing a decline in performance due to work pressure or changes in the work environment and sustainable performance reflects the stability and continuity of an employee's work output, which does not only focus on momentary results, but on performance that is continuously maintained over time (Katz & Kahn in Jiang et al, 2017).

Job satisfaction

Job Satisfaction refers to favorable attitudes and positive feelings of employees towards their work, but conversely unfavorable attitudes and negative feelings refer to job dissatisfaction (Armstrong, 2014). Job Satisfaction is

an emotional response to various aspects of work and refers to the level of fulfillment and pleasure that employees obtain in their work (Kinicki, 2014).

Work Motivation

Work motivation is a psychological condition that drives a person to achieve optimal performance, which is influenced by two groups of factors, namely motivator factors (motivating factors) which are related to job satisfaction, and hygienic factors (hygiene factors) related to job dissatisfaction. Herzberg stated that the presence of motivating factors can increase job satisfaction, while the absence of hygiene factors can lead to dissatisfaction, but not vice versa (Herzberg's Two-Factor Theory, 1959). Motivation is a process initiated by physiological and psychological needs that lead to certain actions or stimuli to carry out activities to achieve a goal (Luthans, 2021).

Conceptual Framework

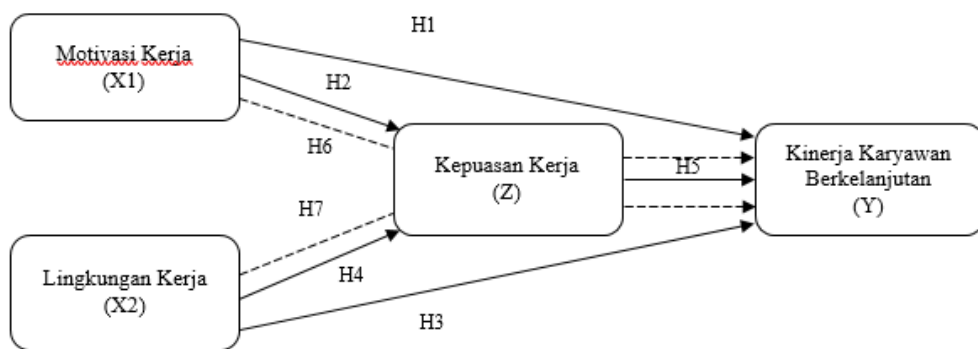


Figure 1. Conceptual Framework of the Research

METHODOLOGY

This study employs a quantitative technique with a causal associative research design to examine the impact of work motivation and work environment on long-term employee performance, with job satisfaction serving as a mediating variable. The study population is all permanent employees of the Passenger Service Division of PT USS, totaling 94 people, and because the number is relatively small, the sampling technique uses a saturated sample method (census), so that all populations are used as research samples.

Data was collected using a standardized questionnaire on a 5-point Likert scale, along with supporting documentation from the company. Research variables included work motivation, work environment, job satisfaction, and sustainable employee performance, which were operationally defined and measured using a number of validated indicators.

Data analysis was conducted in two stages: descriptive statistics to describe the respondent profile and research variables, and inferential statistics using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the help of SmartPLS 4.0 software. Testing was conducted on the measurement model (outer model) to test validity and reliability, and the structural model (inner model) to test the relationship between variables and the mediating role of job satisfaction.

This method was chosen because it can simultaneously test both direct and indirect relationships and is suitable for relatively small sample sizes. Thus, this study can provide a comprehensive overview of the factors influencing sustainable employee performance at PT USS.

RESEARCH RESULTS

Measurement Model Test Results (Outer Model)

Convergent Validity

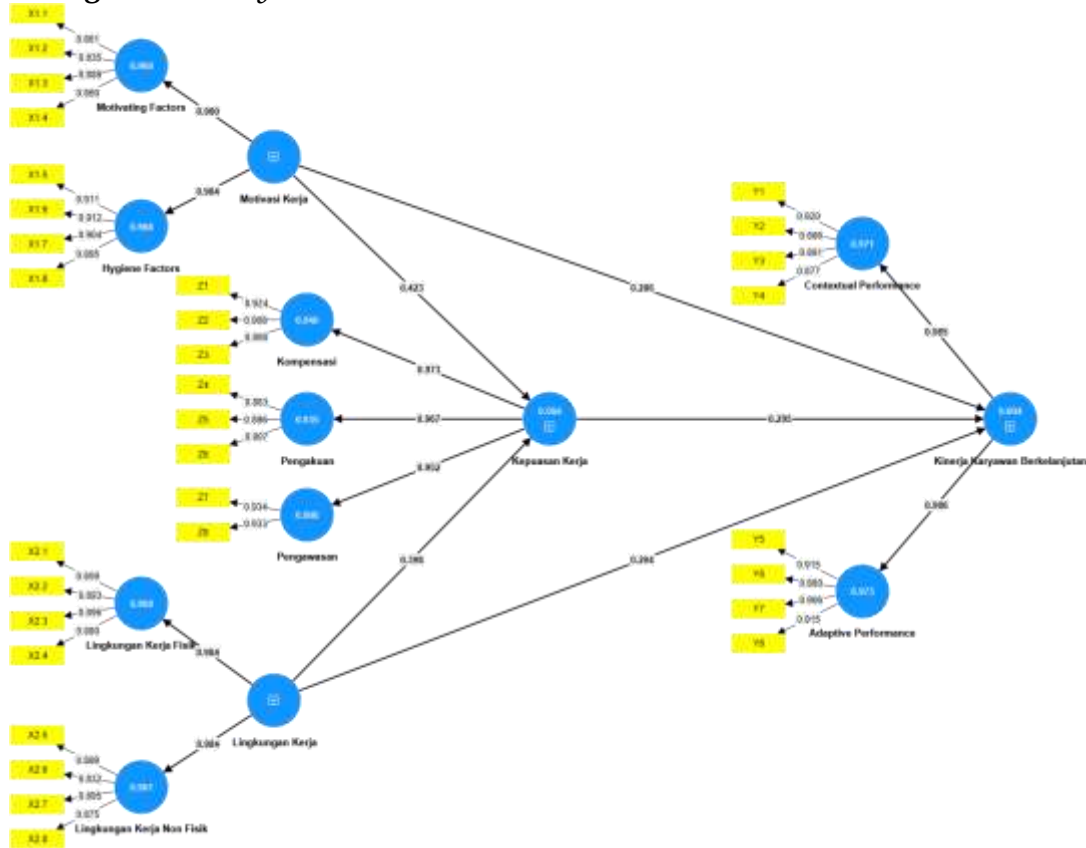


Figure 2. Factor Loading Test

Source: Data processed by the Author with SmartPLS, 2025

a. Loading Factor

Table 1. Convergent Validity Test with Loading Factor

Variables	Dimensions	Indicator	Loading Factor	Cut Off	Note:
Work motivation	Motivating Factors	X1.1	0.861	0.7	Valid
		X1.2	0.835	0.7	Valid
		X1.3	0.889	0.7	Valid
		X1.4	0.860	0.7	Valid
	Hygiene Factors	X1.5	0.911	0.7	Valid
		X1.6	0.912	0.7	Valid
		X1.7	0.904	0.7	Valid
		X1.8	0.895	0.7	Valid
Work environment	Physical Work Environment	X2.1	0.859	0.7	Valid
		X2.2	0.893	0.7	Valid
		X2.3	0.896	0.7	Valid
		X2.4	0.880	0.7	Valid

	Non-Physical Work Environment	X2.5	0.899	0.7	Valid
		X2.6	0.832	0.7	Valid
		X2.7	0.895	0.7	Valid
		X2.8	0.875	0.7	Valid
Job satisfaction	Compensation	Z1	0.924	0.7	Valid
		Z2	0.908	0.7	Valid
		Z3	0.890	0.7	Valid
	Confession	Z4	0.883	0.7	Valid
		Z5	0.896	0.7	Valid
		Z6	0.907	0.7	Valid
	Supervision	Z7	0.934	0.7	Valid
		Z8	0.933	0.7	Valid
Sustainable Employee Performance	Contextual Performance	Y1	0.920	0.7	Valid
		Y2	0.866	0.7	Valid
		Y3	0.891	0.7	Valid
		Y4	0.877	0.7	Valid
	Adaptive Performance	Y5	0.915	0.7	Valid
		Y6	0.880	0.7	Valid
		Y7	0.906	0.7	Valid
		Y8	0.915	0.7	Valid

Source: Data processed by the Author with SmartPLS, 2025

The test results show that all indicators have outer loadings > 0.7, as shown in the table above. Consequently, we can say that all indications are valid.

Table 2. Convergent Validity Test with Average Variance Extracted (AVE)

Variables	Ave	Cut Off	Note:
Job satisfaction	0.770	0.5	Valid
Sustainable Employee Performance	0.781	0.5	Valid
Work environment	0.747	0.5	Valid
Work motivation	0.753	0.5	Valid

Source: Data processed by the Author with SmartPLS, 2025

For the AVE value, it can be seen in the table that all tested construct values meet the criteria, because the AVE value of the indicator exceeds the minimum criterion of 0.5. This indicates that all items are valid.

Discriminant Validity

a. Cross Loading

Table 3. Discriminant Validity Test (Cross Loading)

	Job satisfaction	Sustainable Employee Performance	Work environment	Work motivation
X1.1	0.600	0.575	0.586	0.846
X1.2	0.549	0.586	0.517	0.819
X1.3	0.627	0.618	0.616	0.871
X1.4	0.545	0.566	0.572	0.841
X1.5	0.595	0.589	0.577	0.882
X1.6	0.633	0.647	0.634	0.896

X1.7	0.646	0.607	0.601	0.893
X1.8	0.601	0.592	0.586	0.892
X2.1	0.603	0.581	0.864	0.596
X2.2	0.584	0.597	0.872	0.580
X2.3	0.630	0.614	0.895	0.608
X2.4	0.580	0.583	0.839	0.568
X2.5	0.595	0.610	0.866	0.587
X2.6	0.561	0.560	0.835	0.567
X2.7	0.600	0.636	0.870	0.602
X2.8	0.571	0.582	0.872	0.566
Y1	0.636	0.903	0.641	0.618
Y2	0.599	0.861	0.575	0.573
Y3	0.595	0.886	0.608	0.608
Y4	0.593	0.852	0.596	0.582
Y5	0.622	0.892	0.634	0.636
Y6	0.587	0.885	0.586	0.574
Y7	0.628	0.885	0.609	0.643
Y8	0.645	0.905	0.622	0.634
Z1	0.881	0.609	0.591	0.606
Z2	0.896	0.640	0.636	0.649
Z3	0.869	0.606	0.590	0.605
Z4	0.845	0.581	0.580	0.570
Z5	0.863	0.572	0.583	0.565
Z6	0.887	0.623	0.612	0.608
Z7	0.892	0.633	0.617	0.628
Z8	0.885	0.605	0.589	0.621

Source: Data processed by the Author with SmartPLS, 2025

The cross-loading results demonstrate discriminant validity. This criterion states that the loading value of an indicator on its own construct must exceed the cross-loading value on other constructs. Each variable indicator value in this study demonstrated the highest loading value on the original construct, as seen in the table above. This indicates that discriminant validity has been achieved.

b. Fornell Larcker

Table 4. Discriminant Validity Test (Fornell-Larcker Criterion)

	Job satisfaction	Sustainable Employee Performance	Work environment	Work motivation
Job satisfaction	0.878			
Sustainable Employee Performance	0.694	0.884		
Work environment	0.684	0.689	0.864	
Work motivation	0.692	0.689	0.676	0.868

Source: Data processed by the Author with SmartPLS, 2025

Based on the table above, A larger value of the correlation between two constructs in the model can be found for any construct on the diagonal (the square root of the AVE value). These figures are:

1. Job satisfaction: 0.878
2. Sustainable Employee Performance: 0.884
3. Work environment: 0.864
4. Work motivation: 0.868

All the diagonal values are greater than the correlation between the other constructs, which indicates that each construct is able to differentiate itself from other constructs in the model empirically. Therefore, this research model can be said to have has good discriminant validity and meets the Fornell-Larcker test criteria, so it is suitable for use for advanced analysis in SEM-PLS.

c. *HTML*

Table 5. Discriminant Validity Test (Heterotrait-Monotrait Ratio)

	Job satisfaction	Sustainable Employee Performance	Work environment	Work motivation
Job satisfaction				
Sustainable Employee Performance	0.723			
Work environment	0.716	0.721		
Work motivation	0.723	0.720	0.709	

Source: Data processed by the Author with SmartPLS, 2025

The discriminant validity in this model was tested using the method Heterotrait-Monotrait Ratio (HTMT). This measurement model is to find out how different each model construct is from the others in terms of actual empirical evidence.

According to Hair et al. (2022), the HTMT value is less than 0.90 shows that the discriminant validity has been fulfilled, while the value that more than 0.90 indicates potential discriminant problems between the two constructs.

All HTMT values in this model are located below 0.90, so it can be concluded that discriminant validity between all constructs in the model has been met. Thus, each construct in this study can be said to be empirically different and there is no overlap between the latent variables measured.

Reliability Test

Table 6. Reliability Testing

	Cronbach's alpha	Note:	Composite reliability (rho_c)	Note:
Job satisfaction	0.957	Reliable	0.964	Reliable
Sustainable Employee Performance	0.960	Reliable	0.966	Reliable
Work environment	0.952	Reliable	0.959	Reliable
Work motivation	0.953	Reliable	0.961	Reliable

Source: Data processed by the Author with SmartPLS, 2025

The results of the Composite Reliability and Cronbach's Alpha tests were positive, as shown in Table 6. This indicates that the data is valid and reliable, as all latent variables have values above 0.70. Therefore, the reliability of this study is high.

Structural Model Test Results (Inner Model)

a. *R-square*

Table 7. R Square (R2) Value of the Research Model

	R-square	R-square adjusted
Job satisfaction	0.564	0.555
Sustainable Employee Performance	0.604	0.591

Source: Data processed by the Author with SmartPLS, 2025

- a) The R-square value for the Job Satisfaction (Z) variable is 0.564, indicating that Work Motivation (X1) and Work Environment (X2) can affect 56.4% of the variable. The remaining 43.6% is influenced by factors other than those analyzed.
- b) The R-square value for the Sustainable Employee Performance variable (Y) is 0.604, this shows that 60.4% of the Sustainable Employee Performance variable (Y) can be influenced by the Work Motivation variable (X1), Work Environment (X2), and Job Satisfaction variable (Z), while the remaining 39.6% is influenced by other variables outside those studied.

b. *F - square*

Table 8. Results of the F2 Effect Size Test

	f-square	Note:
Job Satisfaction -> Sustainable Employee Performance	0.096	Small
Work Environment -> Job Satisfaction	0.197	Moderate
Work Environment -> Sustainable Employee Performance	0.099	Small
Work Motivation -> Job Satisfaction	0.222	Moderate
Work Motivation -> Sustainable Employee Performance	0.092	Small

Source: Data processed by the Author with SmartPLS, 2025

Based on the results of the F-Square analysis, it was found that the construct Job satisfaction has little influence on Sustainable Employee Performance (0.096), which means that the effect has not made a significant contribution to the model. Construct Work environment shows a moderate influence on Job satisfaction (0.197), which means that the effect provides a significant contribution to the model. Construct Work environment shows little effect on Sustainable Employee Performance (0.099), which means that the effect has not made a significant contribution to the model, construct Work motivation shows a moderate influence on Job satisfaction (0.222). which means the effect makes a significant contribution to the model. And for the construct Work motivation shows a small effect on Sustainable Employee Performance (0.092). which means that the effect has not made a significant contribution to the model.

These results show that although X1, X2, Z do not make a significant contribution to Z and Y, so this construct is an important element in the research model.

c. Predictive Relevance (Q2)

The model is validated by the predictive relevance (Q2) test. If a reflecting measurement model exists for the endogenous latent variable, then this measurement can be used. Q2 predictive relevance values are 0.15 (moderate), 0.35 (high), and 0.002 (weak). In order to suggest that the exogenous latent variable is excellent (appropriate) as an explanatory variable that can predict the endogenous variable, the predictive relevance (Q2) result is considered good if the value is greater than 0. When the predictive relevance (Q2) result is less than zero, on the other hand, it indicates that the model is not predictively relevant. The following are the results of the Q2 calculation that show the predictive significance (Q2) of this study:

$$Q2 = 1 - (1 - R12) (1 - R22)$$

$$Q2 = 1 - (1 - 0.5642) (1 - 0.6042)$$

$$Q2 = 1 - (0.682) (0.635)$$

$$Q2 = 1 - 0.433$$

$$Q2 = 0.567$$

It displays a value of 0.567 according to the aforementioned predicted relevance (Q2) computation findings. In this study, the exogenous latent variable is appropriate as an explanatory variable that may predict the endogenous variable, which is Sustainable Employee Performance, as the endogenous latent variable has a predictive relevance (Q2) value larger than 0 (zero). It demonstrates that this model is thought to have excellent predictive relevance, to put it another way.

d. Goodness of Fit (GoF)

Edalmen and Ngadiman (2020) state that the GoF value, which ranges from 0 to 1, is calculated by taking the square root of the average communalities index and multiplying it by the model's average R2 value interpretation of the value divided into three, namely 0.1 (small), 0.25 (medium), and 0.38 (large). The purpose of conducting the Goodness of Fit Index (GoF) test is to validate the

combined performance of the measurement model (outer model) and the structural model (inner model) obtained through the following calculation:

$$\begin{aligned} \text{GoF} &= \sqrt{AVE \times R^2} \\ \text{GoF} &= \sqrt{0.763 \times 0.584} \\ \text{GoF} &= \sqrt{0,446} \\ \text{GoF} &= 0.668 \end{aligned}$$

According to the GoF computation findings, the value is 0.668. Based on these findings, it can be said that the measurement model (outer model) and the structural model (inner model) operate well together generally because the GoF value is higher than 0.38 (big scale).

Full Research Model Hypothesis Output

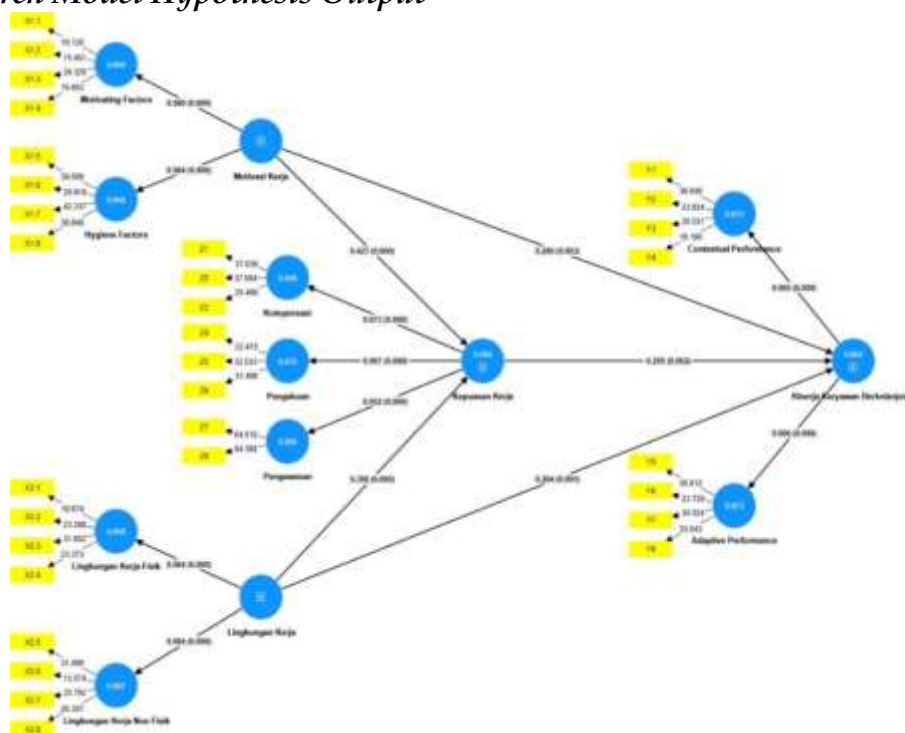


Figure 3. Full Research Model Hypothesis Output

Source: Data processed by the Author with SmartPLS, 2025

Hypothesis Testing

1) Path Coefficients

Table 9. Results of Partial Hypothesis Testing

Direct Effect	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Motivation -> Sustainable Employee Performance (H1)	0.286	0.285	0.094	3,044	0.003
Work Motivation -> Job Satisfaction (H2)	0.424	0.425	0.107	3,973	0.000
Work Environment -> Sustainable Employee Performance (H3)	0.295	0.293	0.091	3,250	0.001

Work Environment -> Job Satisfaction (H4)	0.396	0.395	0.105	3,763	0.000
Job Satisfaction -> Sustainable Employee Performance (H5)	0.295	0.294	0.096	3,067	0.002

Source: Data processed by the Author with SmartPLS, 2025

1. Hypothesis 1 (H1): Influence Work motivation to Sustainable Employee Performance.
2. Hypothesis 2 (H2): Influence Work Motivation on Job Satisfaction.
3. Hypothesis 3 (H3): Influence Work Environment on Sustainable Employee Performance.
4. Hypothesis 4 (H4): Influence Work Environment on Job Satisfaction.
5. Hypothesis 5 (H5): Influence Job Satisfaction towards Sustainable Employee Performance.

Table 10. Results of Partial Indirect Hypothesis Testing

Indirect Effect	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Motivation -> Job Satisfaction -> Sustainable Employee Performance (H6)	0.125	0.126	0.055	2,253	0.024
Work Environment -> Job Satisfaction -> Sustainable Employee Performance (7)	0.117	0.118	0.053	2,216	0.027

Source: Data processed by the Author with SmartPLS, 2025

1. Hypothesis 6 (H6): Influence Work motivation to Sustainable Employee Performance Mediated Job satisfaction
2. Hypothesis 7 (H7): Influence Work environment to Sustainable Employee Performance Mediated Job satisfaction

Table 11. Calculation of Total Influence

Relationship between variables	Direct Effect	Indirect Effect	Total Effect
Work Motivation – Sustainable Employee Performance	0.286	0.125	0.411
Work Environment – Sustainable Employee Performance	0.295	0.117	0.412

Source: Data processed by the Author, 2025

The total influence value is obtained by adding the direct and indirect influences. The results show that the work environment has the highest total influence, followed by work motivation.

DISCUSSION

The Influence of Work Motivation on Sustainable Employee Performance

The test results show that work motivation has a positive and significant impact on sustainable employee performance in the Passenger Service Division of PT USS. This finding indicates that the higher the work motivation of employees, the more consistently they can maintain performance according to company standards. In the context of passenger service, motivation is an internal driver that maintains employee commitment to optimal performance despite facing time pressures, high workloads, and safety demands.

Based on the highest indicators of work motivation, it is found in the hygiene factors dimension, namely having a good working relationship with superiors and workplace policies that support a sense of comfort at work. These two factors show that motivation is not only shaped by rewards or career opportunities, but also by the support of healthy interpersonal relationships and company policies that provide a sense of comfort. This is in line with Herzberg's Two-Factor Theory (1959), which states that the psychological conditions that drive a person to achieve optimal performance are influenced by two factors: motivating factors related to job satisfaction, and hygiene factors related to job dissatisfaction.

This result is in line with research Zhang & Wang (2023) and Garcia & Rodriguez (2024) which concluded that high work motivation drives sustainable employee performance. These studies also emphasized that policies that support a comfortable and positive relationship with superiors contribute significantly to long-term employee commitment.

The Influence of Work Motivation on Job Satisfaction

Test results show that work motivation has a positive and significant effect on job satisfaction. This means that highly motivated employees tend to be more satisfied with their jobs and work environment. In PT USS's operations, which demand fast and accurate service, motivation serves as a source of psychological energy that helps employees feel satisfied with their roles.

The highest indicator of work motivation, namely having a good working relationship with superiors and policies in the workplace that support a sense of comfort at work, shows that the comfort created by company policies and positive interpersonal relationships are the foundation of job satisfaction. Herzberg's Two-Factor Theory (1959), who placed interpersonal relationships and company policies as hygiene factors. The presence of these factors prevents dissatisfaction and indirectly encourages strong motivation to work optimally.

This finding is consistent with research Chang & Lee (2024) and Setiawan & Rahmawati (2022) who found that work motivation has a significant influence on job satisfaction. When employees feel their needs are being met and their relationships with their superiors are good, job satisfaction increases and impacts loyalty.

The Influence of Work Environment on Sustainable Employee Performance

Hypothesis testing shows that the work environment has a positive and significant impact on sustainable employee performance. A physically comfortable and psychologically supportive work environment helps employees maintain consistent work quality.

The highest work environment indicator is the physical work environment dimension, namely a clean and tidy work environment and a comfortable temperature and air flow. These two aspects of the physical work environment play a role in maintaining employee comfort and safety, allowing them to concentrate on their tasks effectively. Sedarmayanti (2017) explains that the physical work environment, including layout, air conditioning, and cleanliness, will impact employee efficiency, health, and morale. A well-organized and comfortable environment can reduce fatigue, increase focus, and ultimately positively impact sustainable performance.

Study Thompson & Brown (2023) and Millelr & Dalvis (2023) supports this finding, that a work environment that meets physical comfort and cleanliness standards contributes to sustainable performance.

The Influence of Work Environment on Job Satisfaction

The test results show that the work environment has a positive and significant effect on job satisfaction. This finding indicates that the better the quality of the work environment, the higher the level of employee satisfaction. In the context of passenger service at PT USS, physical comfort and cleanliness of the work area are important factors driving job satisfaction, as employees can perform their duties without the distraction of unfavorable environmental conditions.

The two highest indicators in the work environment variable are a clean and tidy work environment and a comfortable temperature and air flow for working. Sedarmayanti (2017) emphasizes that a good physical work environment, including cleanliness, layout, lighting, temperature, and air circulation, will create a conducive work atmosphere, reduce fatigue, and boost morale. A clean and organized work environment provides a sense of security and pride for employees, while comfortable temperature and air circulation allow them to concentrate without distraction.

This condition directly contributes to increased job satisfaction because employees feel their basic need for comfort at work has been met. High job satisfaction leads to greater emotional engagement with their work, which ultimately positively impacts productivity and service quality.

This finding is consistent with researchPratama & Sari (2022) which states that the quality of the work environment, particularly the physical aspects, contributes significantly to increased job satisfaction. In the context of PT USS, a well-maintained work environment provides employees with a sense of appreciation and reinforces the perception that the company cares about their well-being.

The Influence of Job Satisfaction on Sustainable Employee Performance

Test results indicate that job satisfaction has a positive and significant impact on sustainable employee performance. This means that the higher the satisfaction employees feel with their jobs, the greater their commitment to maintaining their performance in the long term. In the operational context of PT USS, job satisfaction serves as a balancing factor that helps employees remain motivated, focused, and productive despite often high work demands.

The highest indicator of job satisfaction is found in the compensation dimension, which indicates that employees feel the salary I receive meets my expectations. This indicates that the match between compensation received and employee expectations is a key factor in determining job satisfaction. Kinikci (2014) states that fair and appropriate compensation will increase job satisfaction, foster a sense of belonging to the organization, and motivate employees to maintain their performance. Adequate compensation also serves as a tangible form of appreciation for employee contributions, thus encouraging them to perform optimally.

Study Popescu & Ionescu (2024) and Wahyuni & Kusuma (2023) This finding supports the findings that fair and expected compensation has been shown to consistently motivate employees to deliver their best performance. Providing a salary that meets employee expectations is not only a form of appreciation but also a retention and loyalty-building strategy.

Job Satisfaction Mediates the Influence of Work Motivation on Sustainable Employee Performance

The test results show that job satisfaction significantly mediates the effect of work motivation on sustainable employee performance. This means that high work motivation will increase job satisfaction, which in turn contributes to sustainable performance improvement. This confirms that job satisfaction is a crucial channel connecting employees' internal drive with consistent work results.

Based on the analysis, the highest indicator of job satisfaction is the compensation dimension, which indicates that employees feel the salary I receive meets my expectations. This finding demonstrates that while work motivation can arise from non-financial factors, employees' perceptions of compensation fairness serve as a reinforcement that strengthens the relationship between motivation and performance. Fair compensation can eliminate potential dissatisfaction and increase the drive to perform at a high level.

These results align with research by Namal et al. (2024), which states that job satisfaction plays a crucial role in strengthening the influence of motivation on employee performance. They assert that when employees are satisfied, particularly with compensation, the energy and drive derived from work motivation are optimally channeled into sustained performance.

Job Satisfaction Mediates the Influence of the Work Environment on Sustainable Employee Performance

The test results show that job satisfaction significantly mediates the influence of the work environment on employee performance. This means that a comfortable work environment will increase job satisfaction, which in turn encourages employees to maintain consistent performance. This finding underscores that the work environment's effect on performance occurs not only directly but also through the formation of job satisfaction.

Study Rahmln & Ahmed (2024) and Dewi & Permana (2023) also confirmed that a good work environment increases job satisfaction, which in turn encourages sustainable performance.

Management needs to ensure that the work environment is always clean, tidy, and has a comfortable temperature and air flow, as these conditions will increase employee job satisfaction. High job satisfaction will act as a bridge that strengthens the positive influence of the work environment on sustainable performance. Therefore, maintaining work facilities, cleaning the area, and regulating air circulation should be part of routine company policy to ensure employees can work productively in the long term.

CONCLUSION

The findings of this research demonstrate that both work motivation and the work environment exert a positive and significant influence on sustainable employee performance. Employees with strong motivation, supported by good relationships with superiors and fair organizational policies, are more consistent in maintaining optimal performance. Similarly, a conducive work environment—characterized by cleanliness, orderliness, and comfortable temperature and air circulation—directly improves focus, health, and long-term productivity.

Work motivation also has a direct and significant effect on job satisfaction. Employees who feel supported and valued through workplace policies and supervisory attention report higher levels of satisfaction. Likewise, the quality of the work environment strongly determines satisfaction, as physical comfort and workplace conditions foster pride, well-being, and positive attitudes toward work.

Job satisfaction itself plays a dual role: it not only enhances sustainable performance directly, but also acts as a mediator that strengthens the effects of both motivation and environment. In particular, fair and appropriate compensation emerges as the most influential satisfaction factor, ensuring that employees remain motivated and committed to delivering consistent performance.

Overall, the study concludes that sustainable employee performance can only be achieved when organizations simultaneously improve motivation, ensure a supportive and comfortable work environment, and address job satisfaction through fair compensation, recognition, and supportive policies.

RECOMMENDATION

The study recommends that management provide structured support to help employees manage work stress, such as stress management programs, counseling, and mindfulness activities. These initiatives will enable employees to remain calm and productive under pressure. Furthermore, employees should be encouraged to continuously improve their skills and adaptability through regular training, seminars, and access to up-to-date information, ensuring organizational competitiveness in a dynamic environment.

Leaders are advised to build and maintain strong relationships between supervisors and employees by fostering open communication, giving emotional support, and recognizing employee contributions. At the same time, company policies should be designed to prioritize workplace comfort, including flexibility, balanced workload distribution, and supporting facilities that enhance motivation and job satisfaction.

Maintaining workplace cleanliness, tidiness, and ergonomic arrangements is essential to support health and concentration. Optimal functioning of air conditioning and ventilation systems must also be ensured to provide comfortable working conditions that sustain employee stamina and productivity.

Lastly, management should conduct regular compensation reviews to ensure fairness, competitiveness, and alignment with employee expectations. A transparent and equitable pay system will strengthen job satisfaction, loyalty, and sustainable performance over the long term.

ADVANCED RESEARCH

- 1) The researcher then proceeded to broaden the scope of the research object, not only to one division, but also to involve several work units, including traffic companies and industrial ground handling, so that the research could be generalized more widely.
- 2) The number of respondents should be increased and selected based on more valid criteria such as background and educational background, so as to be able to provide a more representative picture of the organizational conditions.
- 3) Subsequent research will also examine the various variables such as leadership, organizational commitment, work culture, and employee engagement as factors that have the potential to influence employee performance on an ongoing basis, including independent, mediating, and moderating variables.

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