

ABSTRACT

This study aims to analyze the effect of work environment on employee performance with work motivation as an intervening variable among employees of BAPPEDA Cilacap Regency. The study is motivated by the suboptimal implementation of the e-kinerja performance system, indicating issues related to work environment conditions and employee motivation.

This study uses a quantitative approach with total sampling involving 66 ASN employees of BAPPEDA Cilacap Regency. Data were collected through a Likert-scale questionnaire and analyzed using Partial Least Square-Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0.

The results show that work environment has a significant positive effect on employee performance and work motivation, work motivation has a significant positive effect on employee performance, and work motivation significantly mediates the effect of work environment on employee performance. These findings support the Stimulus-Organism-Response (S-O-R) Theory, in which work environment acts as the stimulus, work motivation as the organism, and employee performance as the resulting response. Therefore, BAPPEDA Cilacap Regency management needs to optimize work environment conditions and strengthen employee motivation to sustainably improve performance.

Keywords: *Work Environment, Work Motivation, Employee Performance, PLS-SEM.*