
THE EFFECT OF WORK EXPERIENCE, WORK ENVIRONMENT, WORK LOAD, TRAINING & DEVELOPMENT AND WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE MEDIATED BY MOTIVATION
(Study on Cleaning Service Employees of PT Berlin's Karya Abadi at Mimika District Hospital, Central Papua)

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ABSTRACT

This study aims to analyze the influence of work motivation and workload on employee performance at PT. Pos Indonesia (Persero) Kuningan. The research method used is a descriptive method with a survey approach. Data were collected through questionnaires given to 40 employees in the process and delivery (Prostan) department at the PT. Pos Indonesia Kuningan office. The results of the study indicate that work motivation and workload together have a positive influence on employee performance. The results of the linearity test also show that the relationship between work motivation and employee performance and the relationship between workload and employee performance is linear. The results of multiple linear regression analysis revealed that work motivation has a positive but insignificant influence on employee performance, while workload has a significant positive influence on employee performance. Thus, companies need to pay attention to managing employee workload to improve their performance. The coefficient of determination shows that approximately 32.3% of the variation in employee performance can be explained by the variables of work motivation and workload in this study. This study provides insight for company management to better understand the factors that influence employee performance, so that they can take appropriate steps to improve employee productivity and welfare at PT. Pos Indonesia Kuningan.

Keywords: Motivation, Workload, Employee Performance.

INTRODUCTION

Employees are a vital asset for a company, and therefore, they must be nurtured and developed to achieve their goals. The parameters for measuring success depend on the achievement of organizational goals. Therefore, developing and implementing the right strategy is essential, and this is where the crucial role of employees emerges. With the contribution of a workforce nurtured by the organization, the organization can hope to achieve its desired mission.(Hasibuan, 2005)Every company wants its employees to have good performance in their work. In

order to create good performance among employees, a good work environment is needed from the company and good work motivation from employees.(Noor, 2013). An employee's performance towards the company is often very important in the world of work.

Essentially, every company needs a workforce that is reliable in all aspects and skilled in their respective fields to carry out their duties effectively. This naturally requires a skilled workforce. Therefore, companies must pay attention to their employees' performance, as it is crucial to achieving

company goals. Performance is the work results achieved by an individual based on job requirements.(Wake, 2012). Performance is a benchmark for employees in carrying out tasks that are targeted to be completed and efforts to carry out performance assessments are important by knowing the right performance measurements.(Setyowati, 2017). Performance is one of the main goals of every organization.

Add byRamadhani et al., (2023) Organizational performance is an indicator of the prosperity and sustainability of an organization's activities, whether businesses, companies, formal or informal institutions, along with their owners. Organizational performance cannot be achieved effectively if the organization fails to recruit the right human resources to carry out organizational goals. To be able to create good performance in employees, a good work environment is needed from the company and good work motivation from employees.(Noor, 2013)Optimal performance depends not only on individual skills but is also influenced by work environment factors and the motivation felt by employees.

The work environment is everything around employees that can influence employees in carrying out the tasks assigned by the company.(Siagian & Khair, 2018)The work environment within a company or institution is crucial for management to consider. Although it doesn't directly impact the production process, it does have a direct impact on the employees who do. Conversely, an inadequate work environment will lead to decreased employee performance and decreased work motivation.Chan et al., (2007)states that the work environment

includes the physical location, procedures, policies, rules, culture, work location, and work relationships, all of which can have a significant impact on how employees work. Work environment standards influence performance and ultimately affect employee competitiveness.(Jayaweera & McCarthy, 2015)The work environment plays a vital role in improving employee performance. A positive work environment helps keep employees physically and mentally fit.

Various studies have shown that the work environment plays an important role in influencing employee performance. For example, researchSmith & Tan (2018)focused on environmental cleanliness aspects, but without examining other elements such as employee relations and adequate office facilities. In addition, the research Johnson et al. (2020)revealed that working in uncomfortable conditions, such as unstable room temperatures and distractions, can reduce employee productivity. A conducive work environment not only provides physical comfort but also supports employees' psychological and social aspects. Then, in his researchAyoko & Ashkanasy (2020);Bouw et al. (2021), came to the same conclusion that the social environment in the workplace is a crucial factor influencing employee performance. The workplace environment impacts employee morale, productivity, and performance – both positively and negatively.

An employee is not only required to perform well to achieve company goals, but they must also be motivated by their superiors to perform well, meticulously, and responsibly. Motivation is an activity that enables someone to complete their work with enthusiasm,

desire, and responsibility. (Herzberg et al., 2011) Motivation serves as a driving force or encouragement for employees to work diligently to achieve company goals.

Motivation is one of the determining factors of employee performance as proven in research by Sudarso et al. (2020) Motivation has a significant positive influence on employee performance. Work motivation is a drive that stimulates a person's work passion, leading to a desire to cooperate, perform well, and exert all efforts to achieve optimal work results. Abdilah et al. (2022). In the research Lee & Raschke (2016), states that management that understands and is able to solve motivational problems will result in employee happiness and high performance. Strategies for increasing motivation must be based on the unique configuration of the needs of the organization and its employees.

Workload also plays a crucial role in determining employee motivation and performance. Excessive workloads can lead to fatigue, stress, and decreased productivity, while balanced workloads can increase job satisfaction and effectiveness. According to Robbins & Judge (2013), poorly managed workloads can decrease work motivation and increase employee turnover rates. High workloads are often associated with time pressure, excessive task overload, and job complexity. Research by Karasek (1979) in the Job Demand-Control model shows that high levels of job demands without adequate employee control can increase stress and decrease work motivation. Conversely, employees who are given more control over their work tend to have higher motivation and better performance. In addition,

research by Bakker & Demerouti (2007) The Job Demands-Resources Model emphasizes that high workloads can be compensated for by adequate work resources, such as support from management and coworkers, flexible work systems, and a conducive work environment. Thus, effective workload management not only increases motivation but also supports optimal performance.

Company management plays a crucial role in maintaining a balanced employee workload. Fair distribution of tasks, aligned with individual capacities and skills, can help prevent burnout caused by overwork. Furthermore, providing adequate rest periods can reduce the risk of work stress, which can lead to decreased morale and decreased employee effectiveness. Skills enhancement through training can also help employees cope with increasingly complex work demands, better preparing them to perform their duties effectively without feeling overburdened.

In the digital age, the use of technology can also be a supporting factor in managing workloads more efficiently. Technology-based work systems can help reduce energy-draining manual work, allowing employees to focus more on strategic tasks that require creativity and problem-solving. With good workload management, employees will experience higher levels of motivation, which ultimately improves their performance and supports the optimal achievement of organizational goals.

A new challenge in hospital management is creating a clean and healthy environment, as well as retaining and motivating the workforce to maintain hygiene standards.

Employee performance plays a strategic role in determining hospital success, particularly in ensuring efficiency, service quality, and competitiveness in creating hygienic and safe facilities for patients and medical personnel. Rodrigo & Palacios (2021) explains that high motivation and a supportive work environment will increase job satisfaction, employees who obtain job satisfaction have better performance. PT Berlin's Karya Abadi is a contractor company that was founded in 2008 in Timika and collaborates with the Regional General Hospital (RSUD) in providing workers engaged in cleaning services. PT Berlin's as one of the companies in Papua faces various challenges in ensuring the performance of its employees along with the complexity of the work environment and local socio-cultural dynamics. PT Berlins has a total of 48 employees, including 2 people who serve as supervisors and shift leaders. They work together synergistically to ensure that all employee work is carried out properly and correctly at RSUD Mimika.

One of the main problems faced is an unsupportive work environment, both physically and non-physically. An unfavorable work environment can impact employee productivity, particularly in terms of comfort and efficiency. Factors such as available facilities, communication, and relationships between employees and their superiors also play a role in determining the quality of their performance.

In terms of work attitude, productivity, and efficiency, the performance appraisal report shows quite good results. However, several areas still need improvement,

particularly in discipline, attendance, and communication. Some employees still occasionally arrive late, necessitating increased awareness of the importance of punctuality. Furthermore, discipline in reporting absences is also a concern, as employees are still reporting sick or unexcused. These aspects require greater attention to maintain discipline and continue to increase work productivity.

In terms of productivity and work efficiency, the performance assessment report shows quite good results, with task completion by cleaning service workers reaching 80% - 89%, indicating good performance. However, several employees scored below 70%, or were categorized as lacking. This indicates that there are still aspects that need to be improved, especially in work efficiency, compliance with cleaning procedures, and a more professional work attitude. In addition, although most employees have demonstrated compliance with SOPs with an average score of 4-5, there are still some who need to improve their understanding and application of operational standards to optimize service quality. To improve overall performance, additional training, stricter monitoring, and regular evaluations are needed to ensure that each employee can work according to established standards. With this improvement, it is hoped that the cleanliness of the work environment will be maintained and provide comfort for all parties who work in it.

Furthermore, work motivation is also a factor that needs to be considered. A lack of motivation among employees can lead to decreased work morale, which ultimately results in less than optimal work results. Employee motivation is influenced by various

factors, such as excessive workloads, lack of company recognition, and internal policies that do not fully support employee well-being. Heavy workloads without adequate support systems risk causing physical and mental exhaustion in employees, which can also impact their levels of job satisfaction and loyalty to the company.

Employee work experience is also a factor that influences performance. Employees with more work experience tend to adapt to their tasks more quickly than those new to the field. However, without a positive work environment and an effective management system to increase motivation, employee work experience may not be optimally utilized to increase productivity.

These challenges demonstrate the urgent need for evaluation and improvement in the work environment, motivation systems, and workload management to improve employee performance. Further exploration of employee work experiences is also needed to understand the most influential factors supporting performance improvement. This indicates that there are challenges and potential areas for improvement in improving employee performance and the need to improve employee performance through a more comprehensive approach to managing the work environment and motivation. Against this backdrop, the importance of the work environment and motivation in improving employee performance is highlighted, especially given the challenges and changes in the current system. The lack of a thorough understanding of employee experiences with the work environment and motivation presents a challenge in identifying appropriate solutions to

improve performance. Therefore, further exploration is needed to understand the relationship between these factors and provide strategic recommendations for employee management based on direct employee experience.

Employee performance is a key factor in an organization's success, reflecting an individual's contribution to achieving organizational goals. Employee performance is influenced by various aspects, including ability, motivation, and the work environment (Rivai & Sagala, 2004; Robbins & Judge, 2013). High performance plays a crucial role in improving efficiency, customer satisfaction, and organizational competitiveness (Dessler, 2020). Employee performance can be measured through dimensions of effectiveness, efficiency, and work achievement and quality (Westerman & Yamamura, 2007). Various internal factors, such as motivation and ability, as well as external factors, such as workplace conditions, play a significant role in determining this performance (Pawirosumarto et al., 2017; Robbins, 2005).

The work environment is a factor that significantly influences performance. Physical conditions, such as temperature, lighting, and cleanliness of the workplace, as well as non-physical conditions such as work relationships, culture, and work atmosphere can affect employee comfort and productivity (Gibson, 1991; Gomes et al., 2023; Persson et al., 2023). A conducive environment can increase employee morale and efficiency, while a negative environment can decrease motivation and performance (Hietavirta, 2024). Therefore, companies need to ensure that the work

environment, both physical and non-physical, supports optimal performance (Sumaryono & Sari, 2024).

Work motivation also plays a significant role in performance. Motivation can be intrinsic or extrinsic, both of which influence an employee's level of desire and effort at work (Evans, 1999; Herzberg et al., 2011). Intrinsic motivation relates to personal satisfaction with work, while extrinsic motivation is more related to external rewards such as salary and promotion (Vroom, 1964). Motivated employees tend to be more productive and enthusiastic in completing their tasks (Fielding, 2006). Therefore, it is important for management to create an environment that can motivate employees, both through material rewards and personal achievement (Scott, 2007).

A balanced workload is also crucial for maintaining employee performance. Excessive workloads can lead to stress and burnout, which in turn lower performance (Schaufeli & Bakker, 2004; Gibson et al., 2021). Conversely, excessively light workloads can reduce employee engagement and motivation. Therefore, it is crucial for organizations to manage workloads wisely so that employees can work efficiently without feeling stressed or unchallenged (Schaufeli & Bakker, 2004).

Work experience also plays a role in determining employee performance. Longer experience allows employees to develop better technical and managerial skills and enhance their ability to face job challenges (Ng & Feldman, 2010; Judge et al., 2001). Rich work experience can boost employee confidence and help them make better decisions and manage time and resources more effectively (Dessler, 2020).

Training and development are efforts that can improve employee performance. Through training, employees acquire new skills and enhance their competencies, which contribute to better performance (Raymond & Amitabh, 2019; Ambarwati & Baehaqi, 2019). Furthermore, developing skills such as leadership and decision-making are also crucial for improving employee effectiveness in the long term (Rahmat & Ginting, 2023). Well-designed training will motivate employees and boost their confidence, which in turn can spur improved performance (Nawaz & Pangil, 2016).

Work-life balance is also a crucial factor in supporting employee performance. A good balance between work and personal life can reduce stress and burnout, as well as increase employee satisfaction and well-being (Azeem & Akhtar, 2014; Redmond et al., 2006). Companies that support work-life balance through flexible policies tend to have more satisfied, motivated, and productive employees (Haar et al., 2014). This balance relates not only to the time spent between work and personal life, but also includes the quality of interactions and roles employees play (Clarke et al., 2004).

Overall, employee performance is influenced by various factors, including the work environment, motivation, workload, work experience, training, and work-life balance. Organizations that create a supportive work environment, provide appropriate motivation, manage workload effectively, and provide relevant training will be able to improve employee performance. Furthermore, a good work-life balance also contributes to increased employee productivity and

well-being, ultimately supporting organizational goals.

METHOD

This study uses a quantitative approach, which aims to examine the relationship between variables through numerical data analyzed statistically (Sugiyono, 2019). The type of research used is explanatory research, which focuses on testing the causal relationship between work experience, work environment, workload, training and development, and work-life balance on employee performance, with work motivation as an intermediary variable. The quantitative approach was chosen because it allows for objective measurement of variables and statistical analysis to test hypotheses (Creswell & Creswell, 2018). The causal research design was chosen to describe the pattern of relationships between the variables studied.

This study used a structured questionnaire survey distributed to the entire population of cleaning service employees at PT Berlin's Karya Abadi at Mimika District Hospital, Central Papua. Path analysis was used to test the formulated hypotheses. Data sources consisted of primary and secondary data. Primary data were obtained directly from respondents, namely cleaning service employees with direct experience related to the variables studied (Sugiyono, 2019). Respondents were employees who met certain criteria, such as a minimum of one year of work experience and active involvement in daily operations. Secondary data were obtained from related documents, such as the company's annual report and relevant internal policies (Sugiyono, 2019).

The population of this study was all cleaning service employees working

under the auspices of PT Berlin's Karya Abadi at Mimika Regency Hospital, with a total of 48 people, consisting of 46 operational staff and 2 supervisors. The population selection was based on their involvement in daily operations directly related to the research variables, as well as variations in work experience, job position, and length of service. To avoid sampling errors and ensure more accurate data representation, this study used a census technique, which included all members of the population due to its relatively small number (Sugiyono, 2019).

The sample in this study was determined using a purposive sampling technique, which selects respondents based on specific criteria, such as work experience and active involvement in the work (Creswell, 2013). Using this technique, researchers can obtain relevant and in-depth data from individuals who truly understand the phenomenon being studied. The criteria for selecting respondents included length of work experience, position, and commitment to providing relevant information. The interview process was conducted with the aim of obtaining more in-depth information regarding their work experience, work environment, workload, and work motivation.

This study also utilized secondary data to support the analysis, including company documents, policies related to workforce management at Mimika Regency Hospital, and scientific literature on work motivation, the work environment, and employee performance. Despite the small population size, this study employed the PLS-SEM technique, which can be applied to small to medium sample sizes and does not require a normal data

distribution (Hair et al., 2021). This technique allows for valid analysis even though the sample size does not meet the ideal size based on standard sample size formulas.

Overall, this study used a census technique to cover the entire population with a limited number of employees. This was done to ensure the data obtained covered all relevant subjects, increase internal validity, and avoid sampling error. By using path analysis and census techniques, this study aims to provide a better understanding of the influence of work experience, work environment, workload, training, development, and work-life balance on employee performance, as well as the

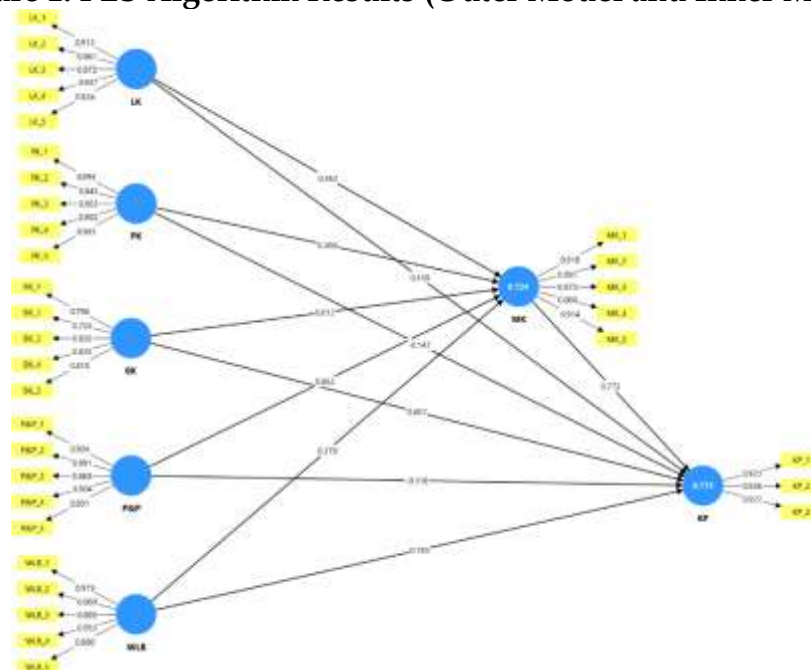
role of work motivation as an intermediary variable.

RESULTS AND DISCUSSION

Test Results Analysis

The test results were analyzed to evaluate the feasibility of both the measurement model (outer model) and the structural model (inner model). The outer model evaluation focused on the validity and reliability of the indicators, while the inner model evaluation focused on the strength of the relationships between the latent constructs, the coefficient of determination (R^2), and the significance of the resulting paths. Figure 4.1 below shows the results of the PLS-SEM algorithm using a combination of the outer and inner models:

Figure 1. PLS Algorithm Results (Outer Model and Inner Model)



Source: Primary data processed with SmartPLS 4.0, 2025

Figure 1 shows two main aspects. First, the outer model, indicated by the relationship between the latent construct (blue circle) and its reflective indicator (yellow box). The value on the construct indicator arrow indicates the outer loading, which measures the

extent to which the indicator reflects its latent variable. Second, inner model shown through the relationship path between latent constructs, along with the path coefficient value on each arrow, as well as the R^2 value in the circle of endogenous constructs (Work

Motivation and Employee Performance). In general, this figure provides a comprehensive overview of how the independent variables (Work Environment, Work Experience, Workload, Training & Development, and Work-Life Balance) influence the mediating variable (Work Motivation) and the dependent variable (Employee Performance).

Outer Model Test (Measurement Model)

The outer model test aims to assess the validity and reliability of indicators in measuring latent constructs.

Evaluation is carried out using outer loading values, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability (CR).

a. Outer Loading Table

The outer loading value describes the strength of the indicator in reflecting the construct. According to Ghazali (2008)) an indicator is said to be valid if it has a loading value > 0.70 , an indicator with a loading value between $0.50-0.70$ can still be maintained if the construct's AVE and CR meet the requirements (>0.50 and >0.70).

Table 4. Outer Loading Test Results

Variables	Indicator	Outer Loading	Information
Workload (BK)	BK_1	0.796	Valid
	BK_2	0.755	Valid
	BK_3	0.835	Valid
	BK_4	0.835	Valid
	BK_5	0.810	Valid
Employee Performance (KP)	KP_1	0.923	Valid
	KP_2	0.926	Valid
	KP_3	0.927	Valid
Work Environment (WE)	LK_1	0.913	Valid
	LK_2	0.861	Valid
	LK_3	0.872	Valid
	LK_4	0.907	Valid
	LK_5	0.924	Valid
Work Motivation (MK)	MK_1	0.918	Valid
	MK_2	0.897	Valid
	MK_3	0.875	Valid
	MK_4	0.886	Valid
	MK_5	0.914	Valid
Training & Development (T&D)	P&P_1	0.904	Valid
	P&P_2	0.891	Valid
	P&P_3	0.869	Valid
	P&P_4	0.904	Valid
	P&P_5	0.891	Valid
Work Experience (PK)	PK_1	0.894	Valid
	PK_2	0.843	Valid

	PK_3	0.903	Valid
	PK_4	0.902	Valid
	PK_5	0.903	Valid
Work-Life Balance (WLB)	WLB_1	0.919	Valid
	WLB_2	0.889	Valid
	WLB_3	0.885	Valid
	WLB_4	0.853	Valid
	WLB_5	0.880	Valid

Source: Data processed with SmartPLS, 2025

Based on Table 4.1, each indicator for each research variable shows an outer loading value above 0.70, with a value range from 0.755 to 0.927. This indicates that each indicator has the ability to reflect its construct effectively. The indicators with the lowest values are BK_1 (0.796) and BK_2 (0.755), but they can still be maintained because they meet the minimum requirements. KP_3 has the highest value of 0.927, which indicates the largest contribution in reflecting the Employee Performance construct. Overall, the results of the outer loading test show that all indicators are suitable for use in this research model because they have met the criteria for convergent validity. In other words, respondents' perceptions of the indicator items are very consistent and representative of the construct being measured.

b. AVE & CR Table (Reliability Test and Construct Validity)

Reliability and construct validity tests are conducted to ensure that the research instrument can consistently and accurately measure the variables

being studied. Reliability indicates the level of internal consistency of the indicators that form a construct. An indicator is considered reliable if its Cronbach's Alpha and Composite Reliability (CR) values are greater than 0.70.(Ghozali, 2008)In this study, the researcher used the Composite Reliability (CR) value to assume the same indicator weights, making it more suitable for PLS-SEM analysis. The criteria for a reliable decision are if the Composite Reliability value is ≥ 0.70 .

Convergent validity then measures the extent to which indicators of a construct are highly correlated. The measure used is the Average Variance Extracted (AVE). The AVE value is the percentage of the average variance score of a set of latent variables assessed in the iteration process of the PLS algorithm by including standardization indicators.(Abdillah & Hartono, 2015). A construct is said to be valid if it has an AVE value ≥ 0.50 (Abdillah & Hartono, 2015), which means that the construct is able to explain more than 50% of the variance of its indicators.

Table 5. Construct Reliability and Validity Test Results

Variables	Cronbach's Alpha	Composite Reliability (CR)	AVE	Information
Workload (BK)	0.871	0.903	0.651	Reliable & Valid

Employee Performance (KP)	0.916	0.947	0.856	Reliable & Valid
Work Environment (WE)	0.939	0.953	0.803	Reliable & Valid
Work Motivation (MK)	0.940	0.954	0.806	Reliable & Valid
Training & Development (T&D)	0.936	0.951	0.796	Reliable & Valid
Work Experience (PK)	0.936	0.950	0.791	Reliable & Valid
Work-Life Balance (WLB)	0.931	0.948	0.784	Reliable & Valid

Source: Data processed with SmartPLS, 2025

Based on the results of the Construct Reliability and Validity test, all research variables, namely Workload, Employee Performance, Work Environment, Work Motivation, Training & Development, Work Experience, and Work-Life Balance, met the reliability and validity criteria. This is indicated by Cronbach's Alpha and Composite Reliability values greater than 0.70, as well as an AVE value greater than 0.50. Thus, all constructs in this research model are declared reliable and valid, making them suitable for use in further testing.

HTMT (Discriminant Validity) Table

The discriminant validity test aims to ensure that a construct is truly different

(discrete) from other constructs. One method widely used in PLS-SEM is the Heterotrait-Monotrait Ratio (HTMT) developed by Henseler et al. (2015). According to the criteria proposed by Henseler et al. (2015), discriminant validity is met if the HTMT value between constructs is less than 0.90. In fact, several researchers such as JF Hair et al. (2021) suggested a stricter standard with a threshold of 0.85 to ensure that the latent constructs are truly empirically distinct. Thus, the lower the HTMT value, the stronger the confidence that each construct does not overlap in measuring its indicators.

Table 6 Discriminant Validity
Heterotrait-Monotrait Ratio (HTMT)

Variables	BK	KP	LK	MK	P&P	PK	WLB
BK							
KP	0.173						
LK	0.129	0.596					
MK	0.214	0.876	0.495				
P&P	0.376	0.319	0.164	0.560			
PK	0.168	0.125	0.125	0.382	0.110		
WLB	0.192	0.607	0.212	0.453	0.070	0.082	

Source: Data processed with SmartPLS, 2025

Based on Table 4.6, Based on the HTMT Table above, it can be seen that all heterotrait-monotrait correlation values between constructs range from 0.070 to 0.876. The highest value appears in the relationship between Work Motivation (MK) and Employee Performance (KP) of 0.876, while the lowest value is in the relationship between Work-Life Balance (WLB) and Training and Development (P&P) of 0.070. The value of 0.876, which is close to the threshold of 0.90 but is still below it, indicates that there is a fairly strong relationship between work motivation and employee performance.

This makes sense theoretically, because employees who have a high level of work motivation will generally show better work performance.(MH Putra & Wikansari, 2017)However, because the values do not exceed 0.90, these two constructs can still be viewed as empirically distinct concepts, thus discriminant validity remains fulfilled. Meanwhile, the relatively low HTMT values, such as in the relationship between P&P and PK (0.110) and P&P and WLB (0.070), indicate that the two constructs have very clear conceptual differentiation. In other words, training and development programs cannot be viewed as something identical to job satisfaction or work-life balance, even though both affect the quality of human resources.

The results of the HTMT test indicate that each construct (BK, KP, LK, MK, P&P, PK, and WLB) is able to explain its respective concepts without excessive conceptual redundancy between variables. Thus, the HTMT test further strengthens the conclusion that the measurement model (outer model) has met the criteria of convergent validity, reliability, and discriminant validity. In

other words, the measurement model (outer model) in this study is not only convergently and reliably valid, but also discriminantly valid. This condition provides a strong foundation for continuing the analysis on the structural model (inner model) to test the causal relationship between latent variables according to the research hypothesis.

Inner Model Test (Structural Model)

The inner model, or structural model, is part of Partial Least Squares-Structural Equation Modeling (PLS-SEM) and is used to evaluate the relationships between latent constructs in a research model. While the outer model emphasizes the quality of indicator measurements against the construct, the inner model focuses more on the direction, strength, and significance of causal relationships between latent constructs.(JF Hair et al., 2019). Thus, the inner model functions to test the research hypothesis that has been formulated previously.

a. Coefficient of Determination (R^2) Table

The coefficient of determination (R^2) is used to measure how much of the proportion of the endogenous construct variance can be explained by the exogenous construct. According toChin (2009)A good inner model should be able to demonstrate an adequate R^2 value, significant path coefficients, and high predictive relevance. The higher the R^2 value, the better the predictive ability of the structural model in explaining the phenomena under study. According toJF Hair et al. (2019, 2021)The R^2 value indicates the proportion of the endogenous construct's variance explained by the associated exogenous construct. The R^2 value is categorized into three levels: 0.75 (substantial/strong), 0.50

(moderate/moderate), and 0.25 (weak). Thus, the R^2 value can be used as an initial indicator to assess the extent of the independent variable's contribution in explaining the dependent variable.

Furthermore, Chin (2009) stated that although a high R^2 is expected, moderate or even low R^2 values are acceptable in social research because human behavior is often influenced by many external factors, not all of which can be included in the model. This is also emphasized by Henseler et al. (2015) which emphasizes that the interpretation of the R^2 value must take

into account the research context, model complexity, and the nature of the variables studied. Therefore, the R^2 test in this study is intended to assess the explanatory power of the structural model against endogenous variables, in this case Work Motivation (MK) and Employee Performance (KP). The results of SmartPLS processing will indicate the extent to which exogenous constructs such as Work Environment, Work Experience, Workload, Training & Development, and Work-Life Balance are able to explain variations in work motivation and employee performance.

Table 7 Coefficient of Determination (R^2)

Endogenous Variables	R^2	R^2 Adjusted	Information
Work Motivation (Z)	0.773	0.738	Strong
Employee Performance (Y)	0.724	0.689	Strong

Source: Data processed with SmartPLS, 2025

Based on the results of the determination coefficient test displayed in Table 4.7, the R^2 value obtained was 0.773 with an Adjusted R^2 of 0.738 for the endogenous variable Work Motivation (Z). This means that 77.3% of the variation in work motivation can be explained by the independent variables in the research model, while the remaining 22.7% is influenced by other factors not included in the model. By referring to the criteria Chin (2009) which divides the R^2 strength into weak (0.19), moderate (0.33), and strong (0.67) categories, then the R^2 value for work motivation is in the strong category, so it can be concluded that the research construct is able to explain variations in work motivation substantially.

Furthermore, for the Employee Performance (Y) variable, the R^2 value is

0.724 with an Adjusted R^2 of 0.689. This means that 72.4% of the variation in employee performance can be explained by the constructs in the model, while the remaining 27.6% is explained by other external factors outside this research model. This value is also included in the strong category, indicating that factors such as workload, work environment, work experience, work-life balance, and other variables related to motivation, make a significant contribution in explaining variations in employee performance.

Thus, both endogenous variables, Work Motivation (Z) and Employee Performance (Y), exhibit high coefficients of determination. This confirms that the structural model used in this study has adequate goodness of fit and is empirically capable of providing a strong explanation of the

relationship between variables. This condition also strengthens the theoretical basis that employee performance does not stand alone but is strongly influenced by work motivation formed by environmental conditions, experience, work-life balance, and the training and development processes that employees undergo.

b. Effect size (f^2) table

In addition to looking at the coefficient of determination (R^2) value, the inner model evaluation is also carried out by measuring the effect size f^2 of each exogenous construct on the endogenous construct. The f^2 value indicates how much an independent

variable contributes to influencing the dependent variable when the variable is included or removed from the model (Hair et al., 2019). According to Cohen (1988) in Ghozali & Latan (2015), the interpretation of the f^2 value is divided into three categories: $f^2 = 0.02$ means a small effect, $f^2 = 0.15$ means a medium effect, and $f^2 = 0.35$ means a large effect.

The f^2 test can provide an overview of the relative strength of influence of each independent variable on the endogenous variable in a research model. A variable with a higher f^2 value means it has a greater contribution in explaining the endogenous variable.

Table 8. f^2 (Effect Size) Value of Each Path

Track	f^2	Category
BK → KP	0.000	There isn't any
BK → MK	0.000	There isn't any
LK → KP	0.071	Small
LK → MK	0.441	Big
MK → KP	0.725	Big
P&P → KP	0.027	Small
P&P → MK	0.612	Big
PK → KP	0.060	Small
PK → MK	0.526	Big
WLB → KP	0.103	Small
WLB → MK	0.477	Big

Source: Data processed with SmartPLS, 2025

Based on the data processing results in Table 4.8 using SmartPLS, the effect size (f^2) value for each relationship path between variables was obtained. The f^2 value provides an overview of the relative contribution of each exogenous variable in explaining the endogenous variable in the model. In other words, f^2 indicates how much additional role a construct plays in influencing the dependent variable when included in the model, compared to when the construct is removed. Referring to Cohen's (1988) criteria, the f^2 value is

categorized into three levels: small (0.02), medium (0.15), and large (0.35).

Based on the results of the effect size (f^2) analysis in Table 4.8, it can be concluded that the contribution of independent variables to endogenous variables shows quite diverse variations. First, Workload (BK) does not provide a significant contribution to either Work Motivation (MK) or Employee Performance (KP), because both f^2 values show 0.000. Furthermore, the Work Environment (LK) shows a different pattern. The LK → KP path shows a small effect ($f^2 = 0.071$), while

LK → MK has a large effect ($f^2 = 0.441$). This confirms that the work environment is more effective in increasing motivation than having a direct impact on performance. A similar thing is also seen in Work Experience (PK). The PK → KP path only provides a small contribution ($f^2 = 0.060$), while PK → MK is quite large ($f^2 = 0.526$). These results indicate that work experience plays a greater role in increasing employee motivation than directly driving performance.

In the Training and Development (T&D) variable, the direct contribution to performance is also relatively small ($f^2 = 0.027$), but to motivation is very large ($f^2 = 0.612$). Thus, the training and development program implemented first strengthens employee work motivation, and this motivation will then become the main driver of performance improvement. Meanwhile, Work-Life Balance (WLB) shows a consistent pattern of influence. The WLB → KP path has a small effect size ($f^2 = 0.103$), while the WLB → MK path shows a large effect ($f^2 = 0.477$). This means that the balance between work and personal life does not immediately improve performance, but rather first fosters motivation, which will ultimately drive improved employee performance.

Meanwhile, the Work Motivation (MK) → Employee Performance (KP) path had the largest effect size ($f^2 = 0.725$). This finding confirms that

motivation is the most dominant key variable influencing employee performance. In other words, without strong motivation, other factors such as the work environment, work experience, training and development, and work-life balance will not be able to make a maximum contribution to performance.

Overall, the f^2 analysis results show that work motivation is the most dominant factor in improving employee performance, while work environment, work experience, training & development, and work-life balance play a larger role in shaping motivation. Workload, however, does not contribute significantly, but it still needs to be managed to prevent a negative impact on employees.

c. Predictive Relevance Table (PLSpredict & CVPAT)

In evaluating the predictive model, this study did not use the Q^2 (Stone-Geisser's Q^2) value, which is usually calculated using the blindfolding technique. This is because the SmartPLS version used does not provide this menu, but instead uses the recommended PLSpredict and CVPAT (Cross-Validated Predictive Ability Test) procedures. Shmueli et al. (2019) This test aims to assess the extent to which the developed model is able to provide accurate predictions of the indicators of the dependent variable. (J. Hair & Alamer, 2022).

Table 9. Predictive Relevance Test Results (PLSpredict - Construct Level)

Endogenous Variables	Q^2_{predict}	RMSE	MAE	Interpretation
KP (Employee Performance)	0.313	0.876	0.687	Moderate predictive relevance
MK (Work Motivation)	0.067	1,014	0.816	Low predictive relevance

Source: Data processed with SmartPLS, 2025

Based on Table 4.9, the results of the PLSpredict test at the construct level (latent variable summary), obtained that the Q^2 predict value for the Employee Performance (KP) variable is 0.313, while for the Work Motivation (MK) variable it is 0.067. According to the criteria of Shmueli et al. (2019), a Q^2 predict value > 0 indicates that the model has predictive relevance, while a Q^2 predict value ≤ 0 indicates no predictive relevance. Thus, these results confirm that both endogenous variables in this study have predictive relevance, although at different levels. Employee Performance (KP) shows a Q^2 predict value of 0.313 which can be categorized as moderate, so it can be concluded that the model built is quite capable of predicting behavior or variations in employee performance. In contrast,

Work Motivation (MK) only obtained a Q^2 predict value of 0.067, which although positive, is relatively weak. This means that the model's ability to predict work motivation is still limited and is likely influenced by other, more significant variables outside the model.

Furthermore, the relatively low RMSE and MAE results (especially for the KP variable) indicate that the model's prediction error is at an acceptable level. Thus, the structural model in this study not only possesses internal validity (through the R^2 and f^2 tests) but also demonstrates external predictive ability (out-of-sample prediction), albeit with varying levels of strength across constructs. To strengthen these findings, a Cross-Validated Predictive Ability Test (CVPAT) was conducted.

Table 4.10 Results of Out-of-Sample Prediction Validity Test (CVPAT - Construct Level)

Endogenous Variables	PLS Loss	IA Loss	Average Loss Difference	p-value	Information
Employee Performance (KP)	0.423	0.531	-0.107	0.191	PLS model is better than IA (not significant)
Work Motivation (MK)	0.717	0.738	-0.020	0.825	PLS model is better than IA (not significant)
Overall	0.607	0.66	-0.053	0.368	The PLS model has adequate predictive relevance

Source: Data processed with SmartPLS, 2025

The results of the CVPAT (Cross-Validated Predictive Ability Test) test show that the PLS-SEM model in this study has a relatively better predictive ability compared to the baseline model based on indicator average (IA). For the endogenous variable Employee

Performance (KP), the PLS loss value (0.423) is lower than the IA loss (0.531) with an average difference of -0.107. This indicates that the PLS model is better able to predict Employee Performance than the baseline approach, although the results are not

statistically significant ($p = 0.191$). Meanwhile, for the Work Motivation (MK) variable, the PLS loss value (0.717) is only slightly lower than the IA loss (0.738), with an average difference of -0.020 and a p value of 0.825. This means that although the PLS-SEM model provides better predictions than the baseline, the increase is relatively small and not significant.

Overall, the CVPAT test results produced a lower PLS loss value (0.607) than the IA loss (0.660), with a difference of -0.053 ($p = 0.368$). Thus, although the PLS-SEM model was shown to have better predictive ability than the baseline, its predictive power was not statistically significant. This is consistent with the view of Shmueli et al. (2019) that CVPAT emphasizes the comparison of predictive accuracy rather than model significance, so this finding still shows the added predictive value of the PLS model used.

Hypothesis Test Results: Relationship between Independent Variables, Motivation, and Performance

Hypothesis testing is an important stage in quantitative research to test whether or not there is an influence between variables formulated in the research model. According to Ghozali & Latan (2015), hypothesis testing in Partial Least Squares - Structural Equation Modeling (PLS-SEM) is carried out through a bootstrapping procedure that produces estimates of the path coefficient, t -statistic, and p -

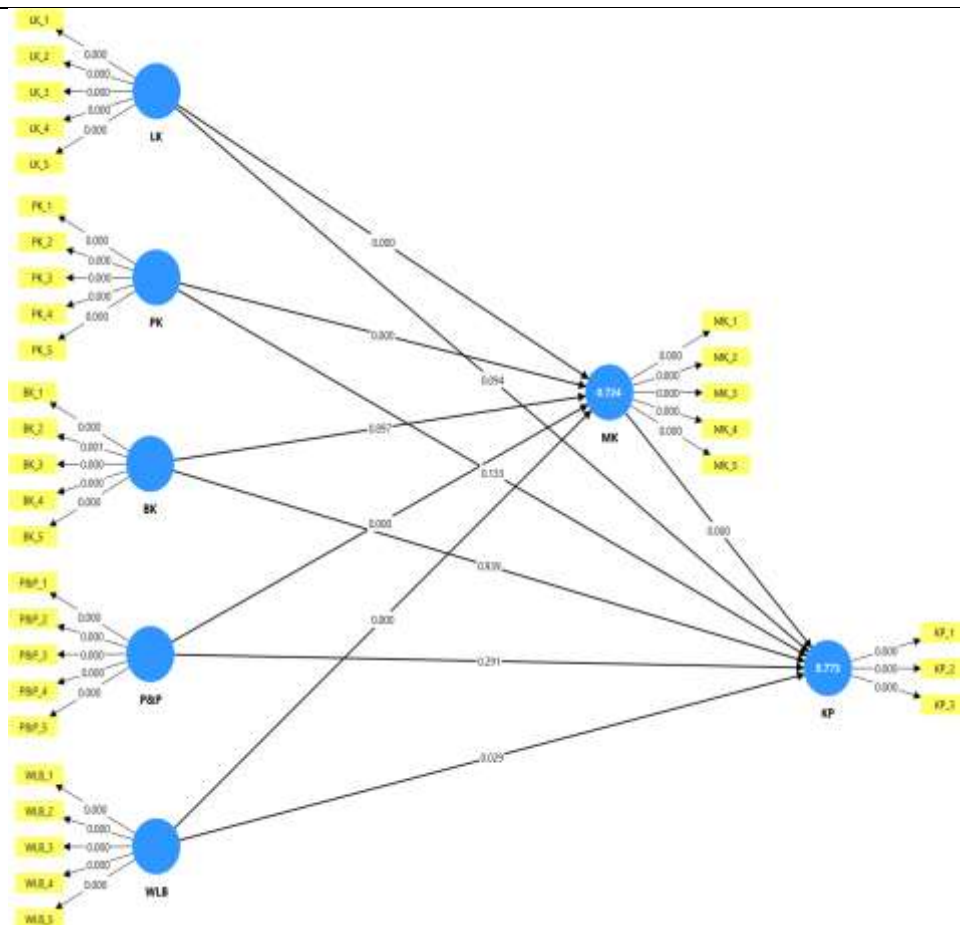
value as a basis for decision making. The path coefficient (β) value indicates the direction and strength of the influence between latent variables, both positive and negative. The greater the coefficient value, the stronger the relationship between the variables being tested (Hair, Hult, Ringle, & Sarstedt, 2017). Furthermore, the t -statistic is used to test the level of significance of the relationship, where the general criteria used are:

- $t > 1.96$ is significant at the 5% level ($p < 0.05$),
- $t > 2.58$ is significant at the 1% level ($p < 0.01$).

The p -value represents the probability of error in rejecting the null hypothesis. If the p -value < 0.05 , then the influence between the variables is declared significant and the hypothesis is accepted. Conversely, if the p -value ≥ 0.05 , then the relationship is not significant and the hypothesis is rejected. Thus, the results of the hypothesis test in this study will describe the significance of the influence of the variables Workload (BK), Work Environment (LK), Planning and Supervision (P&P), Career Development (PK), Work-Life Balance (WLB), and Work Motivation (MK) on Employee Performance (KP).

The following chart shows the results of the Structural Bootstrapping Model output in SmartPLS which displays the P -Value between variables:

Figure 4.2 Results of the Structural Bootstrapping Model P-Value



Source: Primary data processed with SmartPLS 4.0, 2025

Direct Influence of Independent Factors on Motivation and Performance

The results of the path coefficient calculations, t-statistic values, and p-values are presented in the following table.

Table 4.11 Path Coefficient, T-Statistic, P-Value

Path	Coefficient (β)	T-Stat	P-Value	Decision	Hypothesis Decision
BK -> KP	0.007	0.077	0.939	Not significant	Rejected
BK -> MK	0.012	0.129	0.897	Not significant	Rejected
LK -> KP	0.159	1,676	0.094	Not significant	Rejected
LK -> MK	0.362	4,950	0.000	Significant	Accepted
MK -> KP	0.772	6,016	0.000	Significant	Accepted
P&P -> KP	-0.110	1,057	0.291	Not significant	Rejected
P&P -> MK	0.452	5,033	0.000	Significant	Accepted
PK -> KP	-0.147	1,502	0.133	Not significant	Rejected

PK -> MK	0.388	4,321	0.000	Significant	Accepted
WLB -> KP	0.193	2,187	0.029	Significant	Accepted
WLB -> MK	0.378	4,809	0.000	Significant	Accepted

Source: Data processed with SmartPLS, 2025

Based on Table 4.11, it can be seen that the resulting path coefficient values indicate a varying direction of the relationship, both positive and negative, between the independent variables and employee work motivation and performance. A positive path coefficient (β) value indicates a unidirectional relationship, meaning an increase in the independent variable is followed by an increase in the dependent variable. Conversely, a negative coefficient value indicates a reversed relationship, where an increase in the independent variable tends to be followed by a decrease in the dependent variable.

Next, the t-statistic and p-value were used to test the significance level of the relationships formed. By referring to the decision-making criteria, namely the hypothesis is accepted if the t-statistic value is > 1.96 and the p-value < 0.05 , it can be identified that not all relationships between variables in this study are statistically significant. Some variables were shown to have a significant influence on employee motivation and performance, while others showed only a weak and insignificant influence. This finding indicates that the contribution of factors such as work experience, work environment, workload, training and development, and work-life balance to motivation and performance is not homogeneous. In other words, some variables are able to explain variations in performance strongly, while others do not have a significant influence.

Based on the results of the hypothesis test shown in Table 4.11, the following are the interpretations and decisions for each hypothesis:

- H1** namely the hypothesis stating that the Work Environment (X1) has a positive effect on Work Motivation (Z). proven to be accepted, with a path coefficient value of 0.362, a t-statistic of 4.950, and a p-value of 0.000. This means that this influence is significant and positive, so that the more conducive the work environment, the more employee motivation will increase in the context of this study.
- H2** namely the hypothesis stating that Work Experience (X2) has a positive effect on Work Motivation (Z) is also accepted, with a path coefficient of 0.388, t-statistic of 4.321, and p-value of 0.000. This confirms that the longer the work experience, the higher the employee's work motivation.
- H3** namely the hypothesis stating that Workload (X3) has a positive effect on Work Motivation (Z) is rejected, with a path coefficient of 0.012, t-statistic of 0.129, and p-value of 0.897. Thus, workload does not have a significant effect on employee work motivation.
- H4** namely the hypothesis stating that Training and Development (X4) has a positive effect on Work Motivation (Z) is declared accepted, with a path coefficient of 0.452, t-statistic of 5.033, and p-value of

- 0.000. This means that the better the training and development provided by the company, the higher the employee's work motivation.
- e. **H5**namely the hypothesis stating that Work-life Balance (X5) has a positive effect on Work Motivation (Z) is declared accepted, with a path coefficient of 0.378, t-statistic of 4.809, and p-value of 0.000. This shows that the balance between personal life and work can significantly increase work motivation.
 - f. **H6**namely the hypothesis stating that Motivation (Z) has a positive effect on Employee Performance (Y) is declared accepted, with a path coefficient of 0.772, t-statistic of 6.016, and p-value of 0.000. This finding indicates that work motivation is the main determinant capable of improving employee performance.
 - g. **H7**namely the hypothesis stating that the Work Environment (X1) has a positive effect on Employee Performance (Y) is rejected, with a path coefficient of 0.159, a t-statistic of 1.676, and a p-value of 0.094. This means that the influence of the work environment on performance is not directly significant, but is more likely to be mediated through work motivation.
 - h. **H8**namely the hypothesis stating that Work Experience (X2) has a positive effect on Employee Performance (Y) is rejected, with a path coefficient of -0.147, t-statistic of 1.502, and p-value of 0.133. This finding indicates that work experience does not necessarily increase employee performance directly.
 - i. **H9**namely the hypothesis stating that Workload (X3) has a positive effect on Employee Performance (Y) is proven to be rejected, with a path coefficient of 0.007, t-statistic of 0.077, and p-value of 0.939. This means that workload does not have a significant effect on employee performance.
 - j. **H10**namely the hypothesis stating that Training and Development (X4) has a positive effect on Employee Performance (Y) is proven to be accepted, with a path coefficient of 0.228, a t-statistic of 2.134, and a p-value of 0.033. This shows that effective training and development programs are able to provide a significant contribution to improving employee performance.
 - k. **H11**namely the hypothesis stating that Work-life Balance (X5) has a positive effect on Employee Performance (Y) is proven to be accepted, with a path coefficient of 0.193, t-statistic of 2.187, and p-value of 0.029. Thus, work-life balance directly contributes to improving employee performance.

Based on the results of the hypothesis testing summarized in Table 4.11, it can be concluded that not all hypotheses proposed in this study were proven significant. Of the 11 direct hypotheses (H1-H11), 7 were accepted with a significant influence, while 4 hypotheses were rejected because they did not show a significant influence on the dependent variable. These findings confirm that factors such as the work environment, work experience, training and development, and work-life balance play an important role in increasing employee work motivation. Furthermore, work motivation has been proven to be a major determinant

capable of driving improved employee performance.

In contrast, the workload variable was not shown to have a significant effect on either motivation or performance, indicating that employees in this study may have adjusted to the existing workload level. Furthermore, the direct effect of work environment and work experience on performance was also insignificant, indicating that these factors are more effective in influencing performance indirectly through work motivation.

Indirect Influence through Motivation Mediation on Performance

In structural model analysis, in addition to testing the direct effect, it is also important to analyze the indirect effect, which is usually referred to as the mediation effect. According to Baron & Kenny (1986) about mediation discussed again by Holmbeck (2019), states that mediation occurs when an intermediary variable (mediator) explains the relationship between an independent variable and a dependent variable. This means that the influence of an independent variable on a dependent variable occurs not only directly, but also through the role of the mediating variable. This concept is reinforced by JF Hair et al. (2019) which explains that the mediation effect is used to determine whether the relationship between two variables becomes stronger, weaker, or even insignificant when the mediating variable is included in the model. If the mediating variable is significant, it can

be concluded that the relationship between the independent and dependent variables is partially (partial mediation) or completely (full mediation) explained by the mediating variable.

In this study, the Work Motivation variable acts as a mediating variable connecting five independent variables (Work Environment, Training and Development, Workload, Work Experience, and Work-Life Balance) with the dependent variable, Employee Performance. Mediation analysis was conducted using the bootstrapping technique in the SmartPLS application, which provides path coefficient values, t-statistic values, and p-values. The decision-making criteria for the mediation effect test are the same as those for the direct effect test, namely:

- If the p-value < 0.05, then the mediation effect is declared significant.
- If the p-value ≥ 0.05, then the mediation effect is declared insignificant.

Thus, the mediation effect test aims to assess the extent to which work motivation can act as a mediator in improving employee performance from the factors that influence it. To determine whether work motivation can mediate the influence of independent variables on employee performance, an indirect effect test was conducted. The test results are shown in Table 4.12 below:

Table 4.12 Results of the Mediation Effect Test (Indirect Effect)

Hypothesis	Mediation Path (X → Z → Y)	Path Coefficient (O)	T-Statistic	P-Value	Significance	Hypothesis Decision
H12	Work Environment	0.280	4,102	0,000	Significant	Accepted

	nt → Motivation → Performanc e					
H13	Work Experience → Motivation → Performanc e	0.300	3,599	0,000	Significant	Accepted
H14	Workload → Motivation → Performanc e	0.010	0.131	0.896	Not Significant	Rejected
H15	Training & Developme nt → Motivation → Performanc e	0.349	3,840	0,000	Significant	Accepted
H16	Work-Life Balance → Motivation → Performanc e	0.292	3,851	0,000	Significant	Accepted

Source: Data processed with SmartPLS, 2025

Based on the results of the hypothesis test shown in Table 4.12, the following are the interpretations and decisions for each hypothesis:

a. **H12**namely the hypothesis stating that Work Motivation (Z) Can Mediate the Work Environment (X1) on Employee Performance (Y) is proven to be accepted, with a path coefficient value of 0.280, t-statistic 4.102, and p-value 0.000. This means that work motivation is able to significantly mediate the relationship between the work environment and

performance, so that a conducive work environment can increase motivation which ultimately encourages better employee performance.

b. **H13**namely the hypothesis stating that work motivation (Z) can mediate the influence of work experience (X2) on employee performance (Y) is proven to be accepted, with a path coefficient value of 0.300, t-statistic 3.599, and p-value 0.000. Thus, the work experience that employees have will increase motivation, and this

- motivation encourages better performance.
- c. **H14**namely the hypothesis stating that work motivation (Z) can mediate the effect of workload (X3) on employee performance (Y) is proven to be rejected, with a path coefficient value of 0.010, t-statistic 0.131, and p-value 0.896. This indicates that work motivation is unable to mediate the relationship between workload and employee performance. In other words, workload does not have a significant contribution to improving performance either directly or indirectly.
 - d. **H15**namely the hypothesis stating that work motivation (Z) can mediate the influence of training and development (X4) on employee performance (Y) is proven to be accepted, with a path coefficient value of 0.349, t-statistic 3.840, and p-value 0.000. This finding confirms that adequate training and development can increase work motivation, which then has an impact on improving employee performance.
 - e. **H16**namely the hypothesis stating that Work Motivation (Z) can mediate the influence of Work-life Balance (X5) on Employee Performance (Y) is proven to be accepted, with a path coefficient value of 0.292, t-statistic 3.851, and p-value 0.000. This shows that the balance between work and personal life plays an important role in increasing motivation, which in turn is able to significantly improve employee performance.

Based on Table 4.12, it can be concluded that of the five mediation paths tested, four paths (H13-H16) showed a significant indirect effect

through work motivation, with a p-value <0.05 and t-statistic >1.96 . This confirms that work motivation plays an important mediator in the relationship between Work Environment, Training & Development, Work Experience, and Work-Life Balance on Employee Performance. This confirms that these factors are important determinants in shaping motivation and improving the work performance of cleaning service employees at PT Berlin's Karya Abadi at the Mimika Regency Hospital, Central Papua.

Meanwhile, H12 (Workload $\rightarrow$ Motivation $\rightarrow$ Performance) was not proven significant ($p = 0.896$), so it can be concluded that workload does not affect employee performance either directly or through work motivation. However, the results also show an interesting finding, namely that workload does not have a significant effect, either directly on performance or through motivation. This fact can be a reflection that in the context of this study, workload has not been fully perceived as a significant obstacle or trigger for employee motivation.

This finding is in line with the Job Demands-Resources Model (JD-R) framework which states that job demands will only affect motivation and performance when they exceed the resources an individual has.(Bakker & Demerouti, 2007)In the context of this research, the workload experienced by cleaning service employees is likely at an adaptable level and therefore not perceived as a serious obstacle. Furthermore, according to Herzberg's Two-Factor Theory, workload falls into the category of hygiene factors, which are more likely to prevent job dissatisfaction but do not necessarily increase motivation or

performance.(Herzberg et al., 2011)This can also be explained through Adaptation-Level Theory, where employees tend to get used to a repetitive work rhythm so that the workload is considered normal and is no longer a determining factor.(Bowling et al., 2005). Thus, it can be concluded that in this research, workload is not a key variable that directly influences employee motivation or performance.

Mediation Pattern Analysis: Full Mediation vs Partial Mediation

After testing the indirect effect, the next step is to analyze the extent to which the mediating variable Work Motivation (Z) plays a partial or full role in mediating the relationship between the independent variables (Work Environment, Work Experience, Workload, Training and Development, and Work-Life Balance) and the dependent variable Employee Performance (Y). Mediation is a mechanism that explains how or why an independent variable influences a dependent variable through a mediating variable.

This concept was first systematically explained by Baron & Kenny (1986), who distinguished between two main forms of mediation: full mediation and partial mediation. First, full mediation occurs when the influence of the independent variable on the dependent variable is fully transmitted through the mediating variable, so that the direct effect becomes insignificant when the mediator is included in the model. Second, partial mediation occurs when the influence of the independent variable on the dependent variable remains significant even though the

mediating variable plays a role, meaning that the direct and indirect effects operate simultaneously. This opinion is supported by Hayes (2017) which emphasizes that mediation explains the mechanism of the relationship between variables, where full mediation is indicated by an insignificant direct path, while partial mediation occurs when the direct path remains significant along with the indirect effect.

Preacher & Kelley (2011) emphasizes the use of the bootstrap method to assess the significance of mediation effects, with full mediation occurring when the direct effect is insignificant and partial mediation occurring when the direct effect remains significant alongside a significant indirect effect. Furthermore, Iacobucci (2008) added that mediation can be assessed through the proportion of the contribution of the indirect path to the total effect, where full mediation is characterized by the contribution of the indirect path being almost the same as the total effect, while partial mediation occurs when the direct path still makes a significant contribution.

Thus, this analysis is crucial for understanding whether work motivation serves as a key mechanism that fully mediates the relationship between variables, or whether it merely reinforces the existing direct influence. The results of this analysis will provide a more comprehensive picture of motivation's role as a mediator in improving employee performance. The results of the mediation analysis are presented in Table 4.13 below:

Table 4.13 Results of Analysis of Work Motivation Mediation Types

Hypothesis	Independent Variables	Direct Influence	Indirect Influence	p-value	Types of Mediation	Decision
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Path		(X → Y)	(X → Z → Y)	(In direct)		
H12	Work environment	0.159	0.280	0,000	Full	Accepted
H13	Work experience	-0.147	0.300	0,000	Full	Accepted
H14	Workload	0.007	0.010	0.896	There isn't any	Rejected
H15	Training & Development	-0.110	0.349	0,000	Full	Accepted
H16	Work-Life Balance	0.193	0.292	0,000	Partial	Accepted

Source: Processed data, 2025

Based on Table 4.13, the results of the analysis of the Work Motivation Mediation Type for each hypothesis can be explained as follows:

- Hypothesis 12 (H12): Work motivation can mediate the work environment on employee performance. The direct effect of the work environment on performance is not significant ($\beta = 0.159$; $p > 0.05$), but the indirect effect is significant ($\beta = 0.280$; $p = 0.000$). This indicates that motivation fully mediates the relationship between the work environment and performance. Hypothesis H12 is accepted.
- Hypothesis 13 (H13): Work motivation can mediate the effect of work experience on employee performance. The direct effect of work experience on performance is not significant ($\beta = -0.147$; $p > 0.05$), but the indirect effect is significant ($\beta = 0.300$; $p = 0.000$). This indicates that motivation fully mediates the relationship between work experience and performance. Hypothesis H13 is accepted.
- Hypothesis 14 (H14): Work motivation can mediate the effect of workload on employee performance. The direct effect of workload on performance is not

significant ($\beta = 0.007$; $p > 0.05$), and the indirect effect is also not significant ($\beta = 0.010$; $p = 0.896$). Thus, motivation does not mediate the relationship between workload and performance, so the mediation category is no mediation. Hypothesis H14 is rejected.

- Hypothesis 15 (H15): Work motivation can mediate the effect of training and development on employee performance. The direct effect of training and development on performance is insignificant ($\beta = -0.110$; $p > 0.05$), while the indirect effect is significant ($\beta = 0.349$; $p = 0.000$). Thus, motivation fully mediates the relationship between training and development and performance. Hypothesis H15 is accepted.
- Hypothesis 16 (H16): Work motivation can mediate the effect of work-life balance on employee performance. The direct effect of work-life balance on performance is significant ($\beta = 0.193$; $p < 0.05$), and the indirect effect is also significant ($\beta = 0.292$; $p = 0.000$). Thus, motivation partially mediates the relationship between work-life balance and performance. Hypothesis H16 is accepted.

Based on the analysis above, it appears that work motivation acts as a full mediator for the variables work environment, training and development, and work experience. Meanwhile, for the work-life balance variable, motivation acts as a partial mediator. These findings confirm that motivation is a key mechanism explaining how most independent variables influence employee performance.

CONCLUSION

Based on the analysis and discussion, this study concludes that the performance of cleaning service employees at PT Berlin's Karya Abadi (Mimika District Hospital, Central Papua) is determined by a combination of external and internal factors, with work motivation being the most dominant determinant. Work environment, work experience, training and development, and work-life balance are proven to have a significant effect on motivation, while workload does not show a significant effect. Furthermore, work motivation plays an

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