

The Influence of Motivation, Incentives, and Work Environment on Employee Performance Through Job Satisfaction as an Intervening Variable at PT Mitra Niaga Madani

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ABSTRACT

This study examines the influence of motivation, incentives, and work environment on employee performance with job satisfaction as an intervening variable at PT Mitra Niaga Madani. Employing a quantitative approach with saturated sampling, all 98 employees participated in the survey. Data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 3.0 and bootstrapping with 5,000 subsamples. The findings confirm seven of ten hypotheses. Motivation, incentives, and work environment significantly influence job satisfaction. However, motivation does not directly and significantly influence employee performance. Incentives, work environment, and job satisfaction demonstrate significant direct effects on performance. Crucially, the indirect pathways—motivation → job satisfaction → employee performance, incentives → job satisfaction → employee performance, and work environment → job satisfaction → employee performance—are all significant, demonstrating that job satisfaction functions as a complementary mediating mechanism. These findings confirm that enhancing employee performance requires integrated management of motivation, incentive systems, and work environment through strengthening job satisfaction.

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

1. Introduction

The contemporary business landscape is characterized by rapid transformation, heightened competition, and increasing demands for organizational efficiency. In this dynamic environment, human capital has emerged as a critical determinant of sustainable competitive advantage (Barney, 1991). Organizations worldwide recognize that employee performance fundamentally determines their capacity to achieve strategic objectives, adapt to market changes, and maintain operational excellence (Dessler, 2020; Robbins). The Indonesian business sector, particularly in construction and property services, faces intensified competition requiring companies to optimize workforce productivity while maintaining service quality standards.

The construction and property management industry in Indonesia has experienced significant growth, with increasing demand for integrated services encompassing building planning, construction, maintenance, and property management (Supply Chain Indonesia, 2025). This growth trajectory necessitates companies to invest in human resource development to ensure

service excellence and client satisfaction. However, challenges persist in maintaining optimal employee performance, as evidenced by various organizational studies indicating performance fluctuations across Indonesian enterprises (Debby, A. A., & Tan, E. T., 2023).

Employee performance represents the extent to which individuals accomplish assigned tasks and responsibilities, contributing to organizational goal attainment (Jonathan, J., 2023). Performance encompasses quality, quantity, timeliness, and collaboration dimensions that collectively determine organizational effectiveness (Robbins, 2016). Several factors influence employee performance, including motivation, incentives, work environment, and job satisfaction (Afandi, 2018; Sutrisno, 2019).

Motivation comprises the internal and external forces that drive individuals to exert effort toward achieving goals (Wibowo, 2016). Drawing on Herzberg's Two-Factor Theory, motivation factors such as recognition, responsibility, and opportunities for achievement significantly influence employee engagement and performance

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(Herzberg, 1966; Mangkunegara, 2013). Similarly, Maslow's Hierarchy of Needs (1943) suggests that fulfilling the needs for safety, social, esteem, and self-actualisation, as well as psychological needs, enhances employee motivation and subsequent performance. Research has consistently demonstrated that motivated employees exhibit higher levels of job satisfaction and organizational commitment.

Incentives are organizational rewards linked to performance achievements, serving as extrinsic motivators that reinforce desired behaviors (Rivai & Sagala, 2013; Hasibuan, 2019). Financial incentives, including bonuses, commissions, and allowances, alongside non-financial incentives such as recognition, career development opportunities, and work-life balance programs, contribute to enhanced employee motivation and satisfaction (Wibowo, 2011; Moeheriono, 2012). Research indicates that well-designed incentive systems improve productivity, reduce turnover, and strengthen organizational commitment (Muhammady, A., & Setiyanto, A. I., 2022). In the Indonesian context, studies have confirmed that incentives positively influence employee performance and satisfaction (Ariansy, N. I., & Kurnia, M., 2022; Muhammady, A., & Setiyanto, A. I., 2022).

The work environment encompasses the physical and psychological conditions surrounding employees' work activities (Sedarmayanti, 2017; Mahardika, 2019). Physical aspects include lighting, temperature, air quality, noise levels, and safety measures, while non-physical aspects involve relationships with supervisors and colleagues, organizational culture, and communication patterns (Debby, A. A., & Tan, E. T., 2023). Studies demonstrate that conducive work environments reduce stress, enhance comfort, and improve employee performance (Ariansy, N. I., & Kurnia, M., 2022; Arbyan, A. C., & Riyanto, S., 2023). In the Indonesian logistics and service sectors, the work environment has been identified as a critical determinant of employee satisfaction and performance (Debby, A. A., & Tan, E. T., 2023).

Job satisfaction reflects employees' affective responses to their work experiences, encompassing perceptions of fairness, achievement, and fulfilment (Afandi, 2018; Sutrisno, 2019). When employees perceive their work as meaningful, fairly compensated, and supported by positive relationships, satisfaction increases, subsequently enhancing performance and organizational commitment (Luthans, 2011; Handoko, 2020). Research has consistently demonstrated positive relationships between job satisfaction and employee performance across various industries and cultural contexts (Ikhsan, M. D., & Supartha, I. W. G., 2023).

Despite extensive research on factors influencing employee performance, several gaps persist in understanding the mediating mechanisms through which organizational factors affect performance outcomes. Prior studies have examined motivation and performance (Carvalho et al., 2020; Zhang et al., 2023), incentives and performance (Ariansy, N. I., & Kurnia, M., 2022; Muhammady, A., & Setiyanto, A. I., 2022), or work

environment and performance (Debby, A. A., & Tan, E. T., 2023) in isolation, with limited integration of job satisfaction as a mediating variable (Ariansy, N. I., & Kurnia, M., 2022; Manurung, R. A., 2023). Furthermore, most research has been conducted in manufacturing or service contexts different from the property management and construction services sector, creating a contextual gap that this study addresses.

At PT Mitra Niaga Madani, performance data reveal concerning trends: a declining number of employees with good performance ratings, an increasing number of employees with poor performance ratings, and rising absenteeism rates. Preliminary surveys indicate employees feel unsatisfied with current work arrangements, perceive inadequate performance allowances, and experience less supportive work environments. These issues suggest suboptimal management of motivation, incentives, and the work environment, potentially undermining employee satisfaction and performance.

The identified problems include: unsatisfactory incentive provision relative to employee contributions; insufficient motivation leading to decreased enthusiasm; performance decline due to incentive misalignment; poor working conditions including inadequate facilities and less harmonious supervisor-subordinate relationships; low job satisfaction stemming from motivation, incentive, and work environment deficiencies; and tangible performance deterioration reflected in absenteeism, productivity, and discipline metrics affecting company revenue.

Despite extensive research on employee performance, several important knowledge gaps remain unresolved. First, previous studies have predominantly examined motivation, incentives, and work environment as independent predictors of employee performance, with limited attention to the underlying psychological mechanisms by which these organizational practices influence performance outcomes. Second, empirical evidence regarding the direct effect of motivation on employee performance remains inconclusive, suggesting that additional explanatory variables are required to clarify this relationship. Third, although job satisfaction has frequently been treated as an outcome variable, far fewer studies have conceptualized it as a mediating mechanism that transforms organizational initiatives into improved employee performance. Fourth, empirical evidence from Indonesian property management companies remains limited despite the industry's increasing strategic importance and distinctive human resource challenges. Finally, prior studies have generally adopted fragmented theoretical perspectives and conventional analytical techniques, limiting a comprehensive understanding of how motivation, incentives, and work environment collectively influence employee performance. These unresolved issues provide a strong theoretical and empirical justification for the present study.

Recent studies have consistently confirmed positive relationships among motivation, incentives, work environment, job satisfaction, and employee performance. However, three important gaps remain. First, previous studies have

generally examined only one or two organizational antecedents rather than integrating all three variables within a single structural model. Second, although job satisfaction has frequently been examined as an outcome variable, limited studies have investigated its role as the central psychological mechanism linking organizational practices to employee performance. Third, empirical evidence from Indonesian property management companies remains scarce despite the industry's strategic contribution to service quality and organizational competitiveness. These gaps provide the theoretical foundation for the present study. (Listyarini, A. J., & Nugroho, S. H., 2025), Akmal, M., et al. (2025).

This study offers an integrated contribution to the employee performance literature by simultaneously extending theoretical, empirical, methodological, and managerial perspectives. Theoretically, the study positions job satisfaction as the central psychological mechanism linking motivation, incentives, and work environment to employee performance, thereby providing a more comprehensive explanation than prior studies that primarily examined direct relationships. Empirically, the study enriches the evidence on the Indonesian property management sector, which has received limited scholarly attention despite its growing importance in supporting sustainable organizational performance. Methodologically, the application of Partial Least Squares Structural Equation Modelling (PLS-SEM) enables simultaneous examination of multiple direct and indirect relationships within a unified structural model. From a managerial perspective, the findings provide evidence-based guidance for designing integrated human resource management strategies that prioritize employee satisfaction as a pathway toward sustainable performance improvement.

Both organizational and scholarly considerations drive the urgency of this study. From an organizational perspective, PT Mitra Niaga Madani has experienced declining employee performance evaluations, rising absenteeism, and employee dissatisfaction with incentives and workplace conditions, all of which threaten operational effectiveness. From an academic perspective, there is limited empirical evidence on how these organizational factors jointly contribute to employee performance through the mediating role of job satisfaction. Consequently, understanding the mechanisms by which motivation, incentives, and the work environment enhance employee performance has become increasingly important for organizations seeking a sustainable competitive advantage through effective human resource management.

2. Literature

This study is primarily grounded in Motivation Theory, particularly Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, which serve as the grand theoretical foundation for explaining how internal motivational processes shape employee attitudes and behavioral outcomes. Motivation Theory proposes that employees exert greater effort and demonstrate superior performance when their intrinsic and extrinsic

needs are adequately fulfilled. To provide a more comprehensive explanation of employee performance, Motivation Theory is complemented by Equity Theory, which explains employees' perceptions of fairness in organizational rewards, and Job Satisfaction Theory, which explains how positive work experiences translate into higher organizational commitment and performance. Accordingly, Motivation Theory functions as the overarching theoretical lens, whereas Equity Theory and Job Satisfaction Theory provide complementary explanations for the mediating mechanisms examined in this study.

Rather than functioning independently, these three theoretical perspectives complement one another in explaining employee performance. Motivation Theory explains why employees are willing to exert effort; Equity Theory explains how employees evaluate organizational fairness regarding incentives and rewards; and Job Satisfaction Theory explains the psychological process by which organizational experiences influence employee behavior. Consequently, job satisfaction is conceptualized as a central psychological mechanism linking organizational practices to employee performance. This integrated framework provides stronger theoretical justification for examining both direct and mediating relationships than studies relying on a single theoretical perspective.

Based on the identified research gaps, integrated theoretical framework, and empirical inconsistencies reported in previous studies, this study develops a comprehensive research model to examine the relationships among motivation, incentives, work environment, job satisfaction, and employee performance. The proposed hypotheses are formulated to empirically test both the direct and indirect effects among these constructs within the context of Indonesian property management companies.

The Relationship Between Motivation and Job Satisfaction

Motivation has consistently been recognized as one of the most important antecedents of job satisfaction because motivated employees are more likely to perceive their work as meaningful and rewarding. According to Herzberg's Two-Factor Theory, intrinsic motivational factors, including achievement, responsibility, recognition, and career advancement, stimulate positive emotional responses toward work, thereby increasing employee satisfaction (Herzberg, 1966). Likewise, Maslow's Hierarchy of Needs suggests that fulfillment of esteem and self-actualization needs contributes to greater psychological well-being in the workplace. Recent empirical studies have largely confirmed this relationship across various organizational contexts, although differences in organizational culture and management practices may influence its strength. Therefore, motivation is expected to positively influence job satisfaction among employees of PT Mitra Niaga Madani.

H₁: Motivation has a positive and significant effect on job satisfaction in PT Mitra Niaga Madani.

The Relationship Between Incentives and Job Satisfaction

Incentive systems are among the primary organizational mechanisms for encouraging employees to achieve organizational objectives. Equity Theory argues that employees continuously compare their contributions with the rewards they receive, and that perceptions of distributive fairness significantly determine their level of job satisfaction (Adams, 1965). Financial incentives, together with non-financial rewards such as recognition and career opportunities, signal organizational appreciation and reinforce positive work attitudes.

Incentives, both financial and non-financial, have been demonstrated to significantly influence job satisfaction (Muhammady, A., & Setiyanto, A. I., 2022). Financial incentives such as bonuses, commissions, and allowances fulfil employees' economic needs and signal organizational appreciation, enhancing satisfaction. Non-financial incentives, including recognition, career development opportunities, and work-life balance programs, provide psychological benefits that contribute to sustained satisfaction (Muhammady, A., & Setiyanto, A. I., 2022). Equity Theory (Adams, 1965) explains that employees compare their rewards with those of others; perceptions of fairness in the distribution of incentives enhance satisfaction, whereas perceived inequity generates dissatisfaction. When employees perceive incentives as fair, timely, and commensurate with their contributions, satisfaction increases. Prior research in Indonesian logistics and service sectors has confirmed positive relationships between incentives and job satisfaction (Ariansy, N. I., & Kurnia, M., 2022). Thus:

H₂: Incentives have a positive and significant effect on job satisfaction in PT Mitra Niaga Madani.

The Relationship Between Work Environment and Job Satisfaction

A supportive work environment contributes to employee comfort, psychological well-being, and organizational commitment, all of which enhance job satisfaction. The work environment encompasses both physical conditions, such as workplace safety and facilities, and psychosocial conditions, including interpersonal relationships, communication, and organizational culture. Employees working in safe and supportive environments are more likely to develop positive emotional attachment toward their jobs. Consequently, a positive work environment is expected to increase employee job satisfaction.

The work environment has been consistently identified as a critical determinant of job satisfaction across industries and cultural contexts (Ariansy, N. I., & Kurnia, M., 2022; Arbyan, A. C., & Riyanto, S., 2023; Wicaksono et al., 2023). Physical aspects of the work environment—including lighting, temperature, air quality, noise levels, and safety—directly affect employee comfort and well-being, contributing to satisfaction. Non-physical aspects—including relationships with supervisors and colleagues, organizational culture, and communication patterns—influence psychological comfort and social fulfil-

ment (Sedarmayanti, 2017). When employees perceive their work environment as comfortable, safe, and supportive, satisfaction increases. Conversely, uncomfortable or stressful work environments generate dissatisfaction and negative work attitudes. Prior research has confirmed that conducive work environments significantly enhance job satisfaction in Indonesian organizations (Debby, A. A., & Tan, E. T., 2023; Ariansy, N. I., & Kurnia, M., 2022). Thus:

H₃: Work environment has a positive and significant effect on job satisfaction in PT Mitra Niaga Madani.

The Relationship Between Motivation and Employee Performance

Motivation is generally expected to improve employee performance because motivated employees exert greater effort, persistence, and commitment toward organizational objectives. Nevertheless, previous empirical studies have produced inconsistent findings regarding the direct influence of motivation on performance, suggesting that motivation alone may be insufficient to produce superior outcomes. Employees who experience high motivation but low job satisfaction may not fully translate their motivation into productive work behavior.

Motivation has been widely studied as a determinant of employee performance, with research generally supporting positive relationships between motivational factors and performance outcomes (Ikhsan, M. D., & Supartha, I. W. G., 2023). Motivated employees tend to exert greater effort, persist in task completion, and demonstrate higher levels of engagement and commitment, resulting in improved performance (Wibowo, 2016). Both intrinsic motivation (driven by interest, enjoyment, and personal growth) and extrinsic motivation (driven by rewards, recognition, and external incentives) can enhance performance through different mechanisms. However, the direct effect of motivation on performance may be contingent on other factors, including job satisfaction, organizational support, and role clarity (Robbins, 2016). Some studies have found that motivation's effect on performance is mediated by satisfaction, suggesting that motivation alone may be insufficient to drive performance improvement (Manurung, R. A., 2023). Thus:

H₄: Motivation has a positive and significant effect on employee performance in PT Mitra Niaga Madani.

Therefore, the direct relationship between motivation and employee performance remains an important empirical issue requiring further investigation.

The Relationship Between Incentives and Employee Performance

Incentives are an important organizational instrument for reinforcing employee performance because they provide tangible recognition of individual contributions. Employees who perceive organizational rewards as fair are more likely to increase effort and productivity. Incentives are widely recognized as effective tools for enhancing

employee performance by reinforcing desired behaviors (Muhammady, A., & Setiyanto, A. I., 2022). Financial incentives provide tangible rewards for performance, motivating employees to exert greater effort and meet targets. Non-financial incentives—including recognition, career development, and work-life balance—provide psychological rewards that sustain motivation and commitment over time (Wibowo, 2011; Hasibuan, 2019). When employees perceive that incentives are fair, timely, and commensurate with contributions, they are motivated to improve performance to continue receiving rewards. Prior research in Indonesian contexts has confirmed positive relationships between incentives and employee performance (Muhammady, A., & Setiyanto, A. I., 2022; Ariansy, N. I., & Kurnia, M., 2022). Consequently, incentives are expected to influence employee performance positively.

H₅: Incentives have a positive and significant effect on employee performance in PT Mitra Niaga Madani.

The Relationship Between Work Environment and Employee Performance

The work environment influences employee performance through both physical and psychological mechanisms. Comfortable workplaces reduce fatigue and distractions, whereas supportive interpersonal relationships facilitate collaboration and organizational commitment.

The work environment significantly influences employee performance through multiple mechanisms (Arbyan, A. C., & Riyanto, S., 2023). Physical work environment aspects—including lighting, temperature, air quality, noise levels, and safety—affect employee comfort, concentration, and physical well-being, directly influencing productivity and performance quality. Non-physical aspects—including relationships with supervisors and colleagues, organizational culture, and communication patterns—influence psychological comfort, motivation, and collaboration, indirectly affecting performance. When employees perceive their work environment as supportive, comfortable, and safe, they are better able to focus, collaborate, and perform effectively (Dessler, 2020; Sedarmayanti, 2017). Conversely, uncomfortable or stressful work environments generate distractions, reduce concentration, and impair performance. Prior research in Indonesian service sectors has confirmed that the work environment significantly influences employee performance (Debby, A. A., & Tan, E. T., 2023; Ariansy, N. I., & Kurnia, M., 2022). Therefore, employees working in favorable environments are expected to demonstrate higher performance.

H₆: Work environment has a positive and significant effect on employee performance in PT Mitra Niaga Madani.

The Relationship Between Job Satisfaction and Employee Performance

Job satisfaction represents a positive emotional evaluation of one's work experience. Employees who are satisfied with their jobs tend to demonstrate stronger commitment, greater

organizational citizenship behavior, and higher productivity than dissatisfied employees.

Job satisfaction has consistently been shown to be a significant predictor of employee performance across various organizational contexts (Ikhsan, M. D., & Supartha, I. W. G., 2023; Ariani, D. W., 2023). Satisfied employees tend to demonstrate higher levels of commitment, engagement, and organizational citizenship behaviors, which translate into improved performance outcomes (Locke, 1976; Luthans, 2011). When employees perceive their work as meaningful, fairly compensated, and supported by positive relationships, they are motivated to perform at higher levels and contribute to organizational success (Afandi, 2018; Sutrisno, 2019). The job satisfaction-performance relationship has been confirmed across multiple industries, cultural contexts, and methodological approaches. In Indonesian service sectors, research has found that job satisfaction significantly influences employee performance, with satisfied employees demonstrating higher productivity, quality, and retention (Ikhsan, M. D., & Supartha, I. W. G., 2023). Consequently, job satisfaction is expected to positively influence employee performance. Thus:

H₇: Job satisfaction has a positive and significant effect on employee performance in PT Mitra Niaga Madani.

Mediation Hypotheses

Single Mediation H₈: Job satisfaction mediates the effect of motivation on employee performance.

Motivation, incentives, and work environment are unlikely to influence employee performance exclusively through direct mechanisms. Instead, employees first evaluate organizational practices and subsequently develop psychological responses that determine their willingness to perform. Job satisfaction, therefore, serves as an important psychological mechanism that translates organizational initiatives into improved employee performance. Accordingly, this study proposes that job satisfaction mediates the relationships between motivation, incentives, work environment, and employee performance. Thus:

H₈: Job satisfaction mediates the effect of motivation on employee performance in PT Mitra Niaga Madani.

H₉: Job satisfaction mediates the effect of incentives on employee performance.

H₁₀: Job satisfaction mediates the effect of work environment on employee performance in PT Mitra Niaga Madani.

The conceptual framework (Figure 1) depicts the hypothesized relationships among the five constructs in the research model. Motivation (X_1), Incentives (X_2), and Work Environment (X_3) serve as independent variables, Job Satisfaction (Z) serves as the intervening variable, and Employee Performance (Y) serves as the dependent variable. The framework illustrates both direct effects (solid lines) and indirect effects through the mediation pathway (dashed lines).

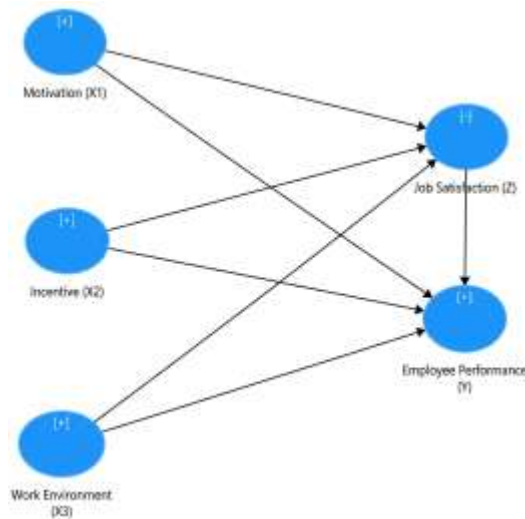


Figure 1: Conceptual Framework

The framework is grounded in integrated theoretical perspectives. Motivation Theory (Maslow, 1943; Herzberg, 1966) explains how the fulfilment of needs drives behavior and satisfaction. Equity Theory (Adams, 1965) explains perceptions of fairness in organizational rewards. Job Satisfaction Theory (Locke, 1976; Luthans, 2011) explains affective responses to work experiences. The integration of these perspectives provides a comprehensive explanation of the hypothesized relationships.

3. Method

This study employed a quantitative explanatory research design to examine the causal relationships among motivation, incentives, work environment, job satisfaction, and employee performance. A cross-sectional survey design was adopted because the study aimed to test both direct and indirect relationships using a mediation model at a single point in time. The quantitative approach is appropriate for theory testing and hypothesis verification using Structural Equation Modelling based on Partial Least Squares (PLS-SEM), which enables simultaneous estimation of complex relationships among multiple latent constructs (Hair et al., 2022). This design was selected because it aligns with the research objectives of testing hypotheses regarding the influence of Motivation (X_1), Incentives (X_2), and Work Environment (X_3) on Employee Performance (Y), with Job Satisfaction (Z) serving as an intervening variable (Sekaran & Bougie, 2016; Sugiyono, 2017). The study's time horizon is cross-sectional, meaning data were collected at a single point in time within a specific period. This provides a snapshot of the relationships among the variables without observing long-term changes. Data analysis was performed using SmartPLS 3.0 following the two-stage PLS-SEM procedure recommended by Hair et al. (2022). The first stage evaluated the measurement model through indicator reliability, convergent validity, discriminant validity, Cronbach's Alpha, Composite Reliability, and HTMT. The second stage evaluated the structural model through collinearity assessment, coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and hypothesis testing using bootstrapping with 5,000 resamples.

Mediation effects were assessed using bias-corrected bootstrap confidence intervals.

Ethical approval for this study was obtained from the Research Ethics Committee of the Faculty of Economics and Business, Pancasila University. Participation was voluntary, informed consent was obtained from every respondent, and confidentiality was maintained throughout the research process. Data were used solely for academic purposes.

4. Results and Discussion

4.1 Respondent Profile

A total of 98 valid questionnaires were obtained from employees of PT Mitra Niaga Madani, representing the entire target population through the saturated sampling technique. Consequently, the study achieved a 100% response rate, eliminating concerns regarding non-response bias. Respondents represented various organizational functions, including managerial, administrative, and operational roles, thereby providing comprehensive organizational representation.

Table 2: Respondent Profile

Characteristic	Category	Freq. (n)	(%)
Gender	Male	63	64.29
	Female	35	35.71
	Total	98	100
Age	20-30 years	24	24.49
	31-40 years	39	39.83
	> 40 years	35	35.71
	Total	98	100
Education	Diploma III	18	18.37
	Bachelor's/S1	55	56.12
	Master's/S2	25	25.51
	Total	98	100
Length of Service	< 1 year	5	5.10
	1-5 years	45	45.92
	6-10 years	32	32.65
	> 10 years	16	16.33
	Total	98	100

Source: Research Data, 2026

Note: $n = 98$. Percentages may not sum to 100 due to rounding.

Table 2 presents the demographic profile of the 98 respondents who participated in this study. By gender, the majority were male (64.29%), with female employees comprising 35.71% of respondents. This distribution reflects the typical gender composition in the Indonesian property management and construction sector.

Regarding age distribution, the largest group was employees aged 31-40 years (39.83%), followed by those aged 40 -50 years (35.71%) and those aged 20-30 years (24.49%). The predominance of mature employees suggests that respondents had substantial work experience and informed perspectives on organizational practices.

In terms of education, the majority of respondents held Bachelor's/S1 degrees (56.12%), followed by Master's/S2 degrees (25.51%), and Diploma III qualifications (18.37%). No respondents held only high school education, indicating that PT Mitra Niaga Madani employs a relatively well-educated workforce.

Regarding length of service, nearly half of the respondents (45.92%) had 1-5 years of experience in the company, followed by those with 6-10 years (32.65%), over 10 years (16.33%), and less than one year (5.10%). The predominance of employees with moderate experience suggests that respondents had sufficient organizational knowledge to provide informed responses.

4.2 Description of Research Variables

The descriptive analysis shows the mean values and standard deviations for each variable as follows:

Table 3: Descriptive Statistics for Research Variables

Variable	Mean	Std. Deviation	Category
Motivation (X1)	4.31	0.59	Very High
Incentives (X2)	4.08	0.64	High
Work Environment (X3)	4.11	0.62	High
Job Satisfaction (Z)	4.26	0.61	Very High
Employee Performance (Y)	4.22	0.60	Very High

Source: Research Data, 2026

Note: $n = 98$. Scale: 1.00-1.80 = Very Low, 1.81-2.60 = Low, 2.61-3.40 = Moderate, 3.41-4.20 = High, 4.21-5.00 = Very High (Supranto, 2013).

Motivation (X_1) recorded the highest mean on indicator M5 (fair advancement opportunities) at 4.37 (SD = 0.58), while indicator M9 (challenging work) had the lowest mean of 4.23 (SD = 0.69), with an overall average for the Motivation variable of 4.31 (SD = 0.59), categorized as "Very High".

Incentives (X_2) showed the highest mean on I7 (recognition and appreciation) at 4.32 (SD = 0.49) and the lowest on I12 (flexibility in managing work responsibilities) at 3.46 (SD = 1.08), with an overall average of 4.08 (SD = 0.64), categorized as "High".

Work Environment (X_3) had the highest mean on L13 (good and open relationship with supervisor) at 4.33 (SD = 0.51) and the lowest on L6 (ventilation system effectiveness) at 3.94 (SD = 0.62), with an overall average of 4.11 (SD = 0.62), categorized as "High".

Job Satisfaction (Z) recorded the highest mean on Z1 (challenging work) at 4.43 (SD = 0.59) and the lowest on Z10 (collaboration and effective communication) at 4.15 (SD = 0.78), with an overall average of 4.26 (SD = 0.61), categorized as "Very High".

Employee Performance (Y) had the highest mean on Y5 (efficient and productive use of work time) at 4.29 (SD = 0.60) and the lowest on Y8 (comfortable collaboration with colleagues) at

4.17 (SD = 0.69), with an overall average of 4.22 (SD = 0.60), categorized as "Very High".

Overall, all variables fall into the "High" to "Very High" categories, indicating respondents' positive perceptions of motivation, incentives, work environment, job satisfaction, and employee performance.

4.3 Validity and Reliability Tests

The measurement model was evaluated before testing the structural relationships to ensure the adequacy of the measurement properties of all latent constructs. The assessment included indicator reliability, internal consistency reliability, convergent validity, and discriminant validity following the recommendations of Hair et al. (2022). Overall, the results demonstrate that all constructs satisfy the recommended thresholds, confirming that the measurement model is appropriate for structural model evaluation.

Table 4: Convergent Validity and Reliability Results

Variable	Cronbach's Alpha	Composite Reliability	AVE	HTMT (max)
Motivation	0.739	0.804	0.603	<0.85
Incentives	0.704	0.779	0.556	<0.85
Work Environment	0.762	0.820	0.573	<0.85
Job Satisfaction	0.711	0.792	0.539	<0.85
Employee Performance	0.702	0.794	0.531	<0.85

Source: Research Data, 2026

Note: $n = 98$. AVE = Average Variance Extracted; HTMT = Heterotrait-Monotrait Ratio. All HTMT values are below the conservative threshold of 0.85, confirming discriminant validity (Henseler et al., 2015).

The convergent validity test results showed that all indicators had factor loadings > 0.70, ranging from 0.700 to 0.797, meeting the criteria of Hair et al. (2019). The Average Variance Extracted (AVE) values for each construct were: Motivation (0.603), Incentives (0.556), Work Environment (0.573), Job Satisfaction (0.539), and Employee Performance (0.531), all exceeding the recommended threshold of 0.50 (Fornell & Larcker, 1981).

Internal consistency reliability was evaluated using Cronbach's Alpha and Composite Reliability (CR). All constructs reported Cronbach's Alpha values greater than **0.70** and Composite Reliability values exceeding **0.70**, indicating satisfactory internal consistency and reliability.

Indicator reliability was first assessed through outer loadings. As shown in Table 4, all indicators had standardized loadings exceeding **0.70**, indicating that each adequately represents its corresponding latent construct. Therefore, no measurement items were removed during model evaluation.

Convergent validity was evaluated using the Average Variance Extracted (AVE). As reported in Table 4, all constructs achieved AVE values above the recommended threshold of **0.50**, indicating that each construct explains more than half of the variance of its indicators and therefore demonstrates satisfactory convergent validity.

Discriminant validity was assessed using two complementary approaches, namely the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT). Employing both approaches provides stronger evidence that each construct measures conceptually distinct phenomena.

Table 5: Discriminant Validity - Fornell-Larcker Criterion

Construct	M	I	WE	JS	EP
Motivation	0.776				
Incentives	0.416	0.746			
Work Environment	0.412	0.471	0.757		
Job Satisfaction	0.501	0.548	0.541	0.734	
Employee Performance	0.489	0.578	0.586	0.641	0.729

Source: Research Data, 2026

Note: Diagonal values (bold) represent the square root of Average Variance Extracted (AVE). Off-diagonal values represent the correlations between constructs. Discriminant validity is established when diagonal values exceed the off-diagonal values in the same row and column (Fornell & Larcker, 1981).

Based on the Fornell-Larcker criterion (Table 5), the square root of the Average Variance Extracted (AVE) for every construct exceeded the corresponding inter-construct correlations, confirming satisfactory discriminant validity.

Table 6: Discriminant Validity - Heterotrait-Monotrait Ratio (HTMT)

Construct Pair	HTMT Value	Threshold	Status
Motivation ↔ Incentives	0.691	<0.85	Achieved
Motivation ↔ Work Environment	0.649	<0.85	Achieved
Motivation ↔ Job Satisfaction	0.699	<0.85	Achieved
Motivation ↔ Employee Performance	0.736	<0.85	Achieved
Incentives ↔ Work Environment	0.783	<0.85	Achieved
Incentives ↔ Job Satisfaction	0.857	<0.85	Slightly Exceeded
Incentives ↔ Employee Performance	0.712	<0.85	Achieved
Work Environment ↔ Job Satisfaction	0.866	<0.85	Slightly Exceeded
Work Environment ↔ Employee Performance	0.885	<0.85	Slightly Exceeded
Job Satisfaction ↔ Employee Performance	0.765	<0.85	Achieved

Source: Research Data, 2026

Note: HTMT = Heterotrait-Monotrait Ratio. Values below 0.85 indicate discriminant validity (Henseler et al., 2015). Slight exceedances suggest conceptual overlap between related constructs, which is theoretically expected.

The HTMT analysis (Table 6) further confirmed these findings. Although three HTMT values marginally exceeded the conservative threshold of **0.85**, all values remained below **0.90**, which is considered acceptable for conceptually related constructs. Accordingly, discriminant validity was considered satisfactory.

4.4 Structural Model Evaluation

Following confirmation of the measurement model, the structural model was evaluated by examining collinearity, coefficient of determination (R^2), predictive relevance (Q^2), effect size

(f^2), and hypothesis testing. This sequential procedure follows the guidelines recommended by Hair et al. (2022).

Table 7: R-Square and Predictive Relevance Results

Endogenous Variable	R^2	Q^2	Effect Size (f^2)
Job Satisfaction	0.546	0.384	0.312
Employee Performance	0.891	0.492	0.487

Source: Research Data, 2026

Before evaluating the structural relationships, collinearity was assessed using the Variance Inflation Factor (VIF). All VIF values ranged from 1.827 to 2.645, well below the recommended threshold of 3.0, indicating that multicollinearity was not a concern.

As presented in Table 7, the coefficient of determination (R^2) for Job Satisfaction was 0.546, indicating that motivation, incentives, and work environment jointly explained 54.6% of the variance in job satisfaction. Meanwhile, the R^2 value for Employee Performance reached 0.891, indicating that motivation, incentives, work environment, and job satisfaction collectively explained 89.1% of the variance in employee performance. These values indicate moderate and substantial explanatory power, respectively.

The Stone-Geisser Q^2 values for Job Satisfaction (0.384) and Employee Performance (0.492) are both greater than zero, confirming the model's predictive relevance (Hair et al., 2019). The effect sizes (f^2) for Job Satisfaction (0.312) and Employee Performance (0.487) represent moderate-to-large effects according to Cohen's (1988) criteria.

Effect size (f^2) values indicated that the exogenous constructs exerted moderate to substantial effects on the endogenous variables, suggesting meaningful practical contributions of the independent variables to the structural model.

Table 8: Path Coefficients and Hypothesis Testing Results

H	Path	β	t-value	p-value	Decision
H1	Motivation → Job Satisfaction	0.189	2.071	0.039	Supported
H2	Incentives → Job Satisfaction	0.379	4.141	0.001	Supported
H3	Work Environment → Job Satisfaction	0.321	3.842	0.001	Supported
H4	Motivation → Employee Performance	0.036	0.898	0.370	Not Supported
H5	Incentives → Employee Performance	0.208	2.649	0.008	Supported
H6	Work Environment → Employee Performance	0.237	4.570	0.001	Supported
H7	Job Satisfaction → Employee Performance	0.596	5.540	0.001	Supported

Source: Research Data, 2026

Note: β = standardized path coefficient. $p < 0.05$ indicates significance at the 5% level.

4.5 Hypothesis Testing

Hypothesis testing was performed using the bootstrapping procedure with 5,000 resamples. The results indicate that six of the seven direct hypotheses were supported. Motivation significantly affected Job Satisfaction ($\beta = 0.189$, $t = 2.071$, $p = 0.039$). Incentives positively affected Job Satisfaction ($\beta = 0.379$, $t = 4.141$, $p < 0.001$). Work Environment significantly affected Job Satisfaction ($\beta = 0.321$, $t = 3.842$, $p < 0.001$). Motivation did not significantly influence Employee Performance ($\beta = 0.036$, $t = 0.898$, $p = 0.370$). Incentives positively affected Employee Performance ($\beta = 0.208$, $t = 2.649$, $p = 0.008$), whereas Work Environment also positively affected Employee Performance ($\beta = 0.237$, $t = 4.570$, $p < 0.001$). Finally, Job Satisfaction exerted the strongest positive effect on Employee Performance ($\beta = 0.596$, $t = 5.540$, $p < 0.001$).

Table 9: Mediation Analysis Results

H	Path	β	t-value	p-value	Decision
	Motivation → Job Satisfaction				
H8	→ Employee Performance	0.113	2.714	0.006	Supported
	Incentives → Job Satisfaction				
H9	→ Employee Performance	0.226	2.765	0.006	Supported
	Work Environment → Job Satisfaction				
H10	→ Employee Performance	0.191	3.371	0.001	Supported

Source: Research Data, 2026

Note: β = standardized indirect effect. $p < 0.05$ indicates significance at the 5% level.

4.6 Mediation Analysis

Mediation analysis was conducted using bias-corrected bootstrapping procedures. As shown in Table 8, all indirect effects were statistically significant because the corresponding confidence intervals excluded zero. Job Satisfaction significantly mediated the relationship between Motivation and Employee Performance ($\beta = 0.113$, $t = 2.714$, $p = 0.006$). Likewise, Job Satisfaction mediated the effects of Incentives ($\beta = 0.226$, $t = 2.765$, $p = 0.006$) and Work Environment ($\beta = 0.191$, $t = 3.371$, $p = 0.001$) on Employee Performance. These findings indicate that Job Satisfaction functions as a significant mediating mechanism linking organizational practices to employee performance.

Overall, the measurement and structural model evaluations demonstrate that the proposed research model satisfies the recommended criteria for validity, reliability, explanatory power, and predictive relevance. Consequently, the structural relationships identified in this study provide an adequate basis for subsequent theoretical interpretation and discussion.

4.7 Discussion

The findings of this study provide strong empirical evidence supporting the hypothesized relationships.

The significant positive effect of motivation on job satisfaction confirms that employee motivation remains a fundamental psychological driver of positive work attitudes. Consistent with Motivation Theory, employees who perceive meaningful work, recognition, opportunities for achievement, and career advancement experience greater satisfaction because these factors fulfill higher-order psychological needs. Rather than merely stimulating effort, motivation fosters a positive emotional attachment to work, which in turn enhances employee satisfaction. The present finding is consistent with recent international evidence demonstrating that work motivation is a significant antecedent of job satisfaction across different organizational contexts. Recent PLS-SEM research conducted in Indonesia reported that work motivation positively influences job satisfaction, which in turn enhances employee performance, thereby confirming the importance of motivational practices in strengthening employees' psychological attachment to their work. (Listyarini, A. J., & Nugroho, S. H., 2025), Akmal, M., et al. (2025).

The positive relationship between incentives and job satisfaction indicates that employees evaluate organizational rewards not merely by their monetary value but also by perceptions of fairness and organizational appreciation. Consistent with Equity Theory, equitable incentives reduce feelings of inequity and strengthen employees' positive evaluations of their work environment. This finding demonstrates that incentive systems perform both economic and psychological functions by enhancing employees' perceptions of organizational support. Compared with previous studies, the present research further demonstrates that incentive effectiveness is stronger when interpreted in terms of employees' psychological satisfaction rather than solely in terms of financial outcomes. (Listyarini, A. J., & Nugroho, S. H., 2025; Fatma et al., 2023)

Incentives significantly influence job satisfaction, supporting previous research (Muhammady, A., & Setiyanto, A. I., 2022). This finding is consistent with Equity Theory (Adams, 1965), which explains that perceptions of fairness in rewards enhance satisfaction. When employees perceive incentives as fair, timely, and commensurate with their contributions, satisfaction increases.

The findings demonstrate that a supportive work environment significantly enhances employee job satisfaction. Beyond providing physical comfort, favorable workplace conditions promote collaboration, communication, and psychological security, enabling employees to perform their duties more effectively. This result supports previous studies and emphasises that organizational climate is an important organizational resource that can strengthen employee attitudes. Within Indonesian property management companies, where employees frequently interact with clients and operational teams, a supportive work environment becomes increasingly important for maintaining sustainable employee satisfaction.

The work environment significantly influences job satisfaction, consistent with prior stud-

ies (Ariansy, N. I., & Kurnia, M., 2022; Arbyan, A. C., & Riyanto, S., 2023; Wicaksono et al., 2023). This finding supports the view that both physical and non-physical aspects of the work environment contribute to employee comfort and well-being, enhancing satisfaction (Sedarmayanti, 2017).

Contrary to conventional expectations, motivation did not exert a statistically significant direct influence on employee performance. This finding suggests that motivation alone is insufficient to generate superior performance without favorable psychological conditions. Employees may possess strong intrinsic motivation, yet dissatisfaction with organizational practices, compensation, or workplace conditions may prevent that motivation from translating into productive work behavior. Therefore, the insignificant direct relationship should not be interpreted as evidence that motivation is unimportant; rather, it indicates that motivation operates primarily through job satisfaction. This finding contributes to Motivation Theory by explaining one possible reason for inconsistent empirical findings reported in previous studies.

Motivation does not directly and significantly influence employee performance, diverging from some prior findings (Ikhsan, M. D., & Supartha, I. W. G., 2023). This suggests that motivation alone does not sufficiently drive performance; satisfaction mediates this relationship. When motivation lacks the supporting conditions (e.g., satisfaction with compensation, working conditions, relationships), performance may not improve, underscoring the importance of holistic HR management. This finding is consistent with studies that have found motivation's effect on performance is mediated by satisfaction (Manurung, R. A., 2023).

Incentives significantly influence employee performance, supporting previous research (Ariansy, N. I., & Kurnia, M., 2022; Muhammadiyah, A., & Setiyanto, A. I., 2022). Performance-based rewards reinforce desired behaviors, providing tangible motivation for effort and achievement (Muhammady, A., & Setiyanto, A. I., 2022). Employees perceiving fair incentives demonstrate higher productivity and quality. In the Indonesian property management context, where performance measurement is relatively clear and standardized, incentives effectively drive performance improvement.

Work Environment significantly influences employee performance, consistent with prior findings (Debby, A. A., & Tan, E. T., 2023). Conducive environments reduce distractions, enable focus, support collaboration, and enhance comfort, enabling optimal performance (Dessler, 2020; Sedarmayanti, 2017). Physical safety and positive relationships contribute to effective work execution. The magnitude of this effect ($\beta = 0.237$) indicates that the work environment is an important determinant of performance.

Job Satisfaction significantly influences employee performance, as evidenced by extensive research (Ikhsan, M. D., & Supartha, I. W. G., 2023). Satisfied employees demonstrate higher commitment, discretionary effort, and organizational citizenship behaviors, which trans-

late into improved performance outcomes. The magnitude of this effect ($\beta = 0.596$) indicates that job satisfaction is the strongest predictor of employee performance, emphasizing the importance of employee satisfaction for organizational effectiveness.

One of the most important findings of this study is the significant mediating role of job satisfaction in all organizational relationships examined. The results indicate that organizational initiatives—including motivation, incentives, and work environment—do not automatically improve employee performance. Instead, employees first evaluate these organizational practices psychologically, forming levels of job satisfaction that subsequently determine their willingness to exert greater effort and achieve higher performance. This finding provides a more comprehensive explanation of employee performance by revealing the underlying psychological mechanism linking organizational policies to behavioral outcomes. Accordingly, job satisfaction serves as the central mechanism by which organizational resources are translated into employee performance.

Job Satisfaction fully mediates the motivation-performance relationship (H8), indicating motivation influences performance through its effect on satisfaction. This extends understanding of motivational mechanisms, showing motivation's indirect pathway to performance enhancement. When employees are motivated but dissatisfied with work conditions, they may not channel motivation into performance. Conversely, motivated employees who also experience satisfaction are more likely to direct effort toward performance.

Job Satisfaction partially mediates incentive-performance relationships (H9), indicating both direct and indirect pathways. Incentives directly reinforce performance while also enhancing satisfaction, which subsequently improves performance. This dual pathway underscores the comprehensive value of well-designed incentive systems. The significant indirect effect ($\beta = 0.226$) demonstrates that incentives contribute to performance both directly and through their influence on employee attitudes.

Job Satisfaction mediates work environment-performance relationships (H10), showing the work environment's effect operates partially through satisfaction enhancement. This confirms the importance of both the physical and psychological aspects of working conditions for optimizing performance. When employees work in comfortable, supportive environments, they experience satisfaction, which in turn motivates them to perform at higher levels.

The significant mediating role of job satisfaction is also supported by recent PLS-SEM studies demonstrating that organizational practices do not automatically improve employee performance. Instead, employees first evaluate organizational experiences through psychological mechanisms before translating them into productive work behavior. Accordingly, job satisfaction is the primary mechanism through which motivation, incentives, and the work environment drive superior performance outcomes.

Comparisons with prior studies reveal both consistencies and extensions. The positive effect of motivation on job satisfaction is consistent with Manurung, R. A. (2023). However, this study extends their findings by demonstrating that motivational effects are fully mediated by job satisfaction, thereby providing a more nuanced understanding of the mechanism determining performance. The positive effect of incentives on job satisfaction and performance is consistent with the findings of Ariansy, N. I., & Kurnia, M. (2022) and Muhammady, A., & Setiyanto, A. I. (2022). However, this study extends their findings by identifying job satisfaction as a mediating mechanism through which incentives generate performance outcomes. The positive effect of work environment on job satisfaction and performance is consistent with Debby, A. A., & Tan, E. T. (2023) and Ariansy, N. I., & Kurnia, M. (2022). However, this study extends their findings by simultaneously examining all three antecedents with satisfaction mediation.

Overall, the findings are largely consistent with previous studies that report positive relationships among motivation, incentives, work environment, job satisfaction, and employee performance. However, the present study extends existing knowledge in three important ways. First, it demonstrates that motivation influences employee performance primarily through job satisfaction rather than through a direct pathway. Second, it simultaneously examines three organizational antecedents within a unified structural model, thereby providing a more comprehensive explanation of employee performance. Third, empirical evidence from the Indonesian property management industry contributes contextual insights to a sector that has received relatively limited scholarly attention.

From a practical perspective, the findings guide managers at PT Mitra Niaga Madani. The mediation findings suggest that investments in motivation, incentives, and work environment should be accompanied by efforts to enhance job satisfaction to realize performance gains. Managers should prioritize implementation of comprehensive HR practices that address both direct performance drivers and satisfaction mechanisms. The significant role of job satisfaction as a mediator suggests that employee well-being should be a central focus of HR strategy, not an afterthought.

From a managerial perspective, the findings suggest that organizations should avoid implementing isolated human resource initiatives. Investments in motivation, incentive systems, and work environment should be integrated into comprehensive human resource strategies designed to strengthen employee satisfaction. Managers should recognize that employee satisfaction is not merely an organizational outcome but a strategic capability that transforms organizational investments into sustainable employee performance. Therefore, organizations seeking long-term competitive advantage should prioritize policies that simultaneously improve employee motivation, reward fairness, workplace quality, and overall employee well-being.

The study has several limitations that should be acknowledged. First, the cross-sectional design provides a snapshot of relationships at a single point in time, limiting causal inference. Longitudinal research would provide insights into the temporal sequence of mechanisms for determining performance. Second, the use of self-report data may introduce social desirability bias; however, Harman's single-factor test (32.4% of variance) and procedural remedies (anonymity, varied scales) suggest CMB is not a significant concern. Third, the focus on a single organization may limit generalizability to other companies or industries. Fourth, the study did not control for external variables such as market competition and economic conditions that may affect relationships. Fifth, the study relied exclusively on employees' perceptual data and did not directly capture supervisory performance ratings. These limitations provide opportunities for future research.

5. Conclusion

This study investigated the influence of motivation, incentives, and work environment on employee performance, with job satisfaction mediating the relationship among employees of PT Mitra Niaga Madani. The findings demonstrate that organizational practices influence employee performance not only through direct mechanisms but also through employees' psychological evaluations of their work experiences. Job satisfaction emerged as the most influential determinant of employee performance and functioned as a significant mediating mechanism linking organizational practices with behavioral outcomes. These findings indicate that organizations seeking sustainable performance improvement should prioritize employee satisfaction as a strategic organizational capability rather than merely as an indicator of employee welfare.

The most important finding of this study is the significant mediating role of job satisfaction in all three relationships. This mediating role indicates that job satisfaction serves as a critical mechanism linking motivational, incentive, and environmental factors to performance outcomes. In other words, although motivation, incentives, and work environment can directly influence employee performance, their effectiveness is substantially amplified when companies first develop job satisfaction among employees. These results affirm that job satisfaction is a critical reconfiguration process that amplifies the impact of organizational factors on employee performance in the Indonesian property management context.

This study contributes to the employee performance literature in several important ways. First, it strengthens Motivation Theory by demonstrating that motivation influences employee performance primarily through job satisfaction rather than solely through direct behavioral mechanisms. Second, the study integrates Motivation Theory, Equity Theory, and Job Satisfaction Theory into a unified explanatory framework that clarifies how organizational practices translate into performance outcomes. Third, by simultaneously examining motivation, incentives, and work envi-

ronment within a single structural model, this study provides a more comprehensive explanation of employee performance than previous studies that examined these variables independently. Finally, empirical evidence from the Indonesian property management industry enriches the limited literature on this organizational context.

In practice, this study provides evidence-based guidance for managers seeking to improve organizational performance. The findings indicate that organizations should implement integrated human resource management strategies that simultaneously strengthen motivation, establish equitable incentive systems, and create supportive work environments. Rather than treating employee satisfaction as an organizational outcome, managers should position it as a strategic mechanism by which organizational investments drive sustainable performance improvements.

Several limitations should be acknowledged when interpreting the findings of this study. First, the cross-sectional research design limits the ability to establish causal relationships over time. Second, the study was conducted within a single organization, thereby limiting the generalizability of the findings to other industries and organizational contexts. Third, all variables were measured via self-reported perceptions, which created the possibility of common method variance despite procedural and statistical controls. Finally, this study focused exclusively on direct and mediating relationships without examining potential moderating variables that may influence employee performance.

Future studies are encouraged to employ longitudinal research designs better to capture changes in employee attitudes and performance over time. Comparative studies across industries and organizational settings would enhance the external validity of the proposed model. Furthermore, future research should incorporate objective performance measures obtained from supervisors or organizational records to complement perceptual data. Finally, the inclusion of moderating variables, such as organizational culture, leadership style, employee engagement, or psychological empowerment, may provide a more comprehensive understanding of the mechanisms by which organizational practices influence employee performance.

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