



## THE ROLE OF WORK ENVIRONMENT IN ENHANCING EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF WORK MOTIVATION AND LEARNING AGILITY

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### Abstract

The study aims to investigate the influence of work environment on employee performance, mediated by learning agility and work motivation. This research employs quantitative methods and explanatory analysis to examine the collected data. The sample consists of 137 employees from a banking in Malang, East Java, and the data is processed using SmartPLS 3.0 software. The findings reveal that work environment affect employee performance. Additionally, work environment influence learning agility and work motivation. Furthermore, learning agility and work motivation affected on employee performance. Finally, the impact of work environment on employee performance mediated by learning agility and work motivation.

**Keywords:** Work environment; Learning agility; Work motivation; Employee performance; Banking sector.

## INTRODUCTION

The transition period of the COVID-19 pandemic from 2020 to 2022 presented significant challenges for PT Bank Rakyat Indonesia (BRI). The pandemic forced BRI to swiftly adapt to an unprecedented situation, necessitating changes across various aspects, including operations, work culture, and communication. One of the primary challenges during this period was a decline in performance, driven by several factors such as reduced economic activity, increased credit risk, and operational constraints imposed by the pandemic. In response, BRI implemented several strategic measures to stabilize its performance, including enhancing operational efficiency, restructuring credit portfolios, and expanding digital services. These actions enabled BRI to maintain stable performance, culminating in a net profit of IDR 39.8 trillion in 2022, an 18% increase from the previous year.

During this period, BRI also faced a decline in employee performance within the credit division, attributed to regulatory measures, particularly the work-from-home (WFH) policy, which posed significant challenges to effective work execution. BRI's data revealed that the total loans disbursed in 2020 decreased by 1.3% compared to the previous year, with a further decline of 3.5% in 2021. However, by 2022, the trend began to reverse, with total loans disbursed increasing by 2.5%. This decline in credit performance had a noticeable impact on BRI's financial performance, with net profits of IDR 22.7 trillion in 2020 and IDR 23.6 trillion in 2021, representing decreases of 10.4% and 4.3%, respectively, compared to the previous years. Nonetheless, 2022 saw a recovery with net profits rising to IDR 25.1 trillion, marking a 6.6% increase.

One factor identified as influencing employee performance is the work environment. Nurjaya (2021) defines the work environment as the conditions surrounding employees as they carry out their daily tasks, noting that a well-designed work environment can significantly impact employees' ability to complete their work. A more comfortable work environment is posited to enhance employee productivity, thereby improving performance outcomes. However, research on this topic has yielded mixed results. Nurjaya (2021) found that the work environment positively and significantly affects employee performance, suggesting that a conducive environment fosters greater productivity and better performance. In contrast, Wulan (2019) reported no significant effect of the work environment on employee performance, indicating inconsistencies in the existing literature.

Another critical factor in employee performance is motivation, which plays a vital role in enhancing morale and drive among employees. Motivation is understood as a psychological characteristic that contributes to an individual's commitment level and directs behavior towards achieving organizational goals (Hendra, 2020; Nursalam, 2019). Robbins et al. (2017) describe motivation as the process by which individuals are driven to exert effort to meet organizational objectives, conditioned by their ability to meet these goals. Research by Wahyudi (2019) supports the notion that work motivation positively and significantly impacts employee performance, suggesting that motivated employees are more likely to achieve their desired performance outcomes. However, Hidayat (2021) presents a contrasting view, finding no significant relationship between work motivation and employee performance, further highlighting inconsistencies in the research findings.

Given these contradictory findings and the research gap they create, there is a need for a more in-depth investigation into the current phenomena. This study aims to explore the role of the work environment on employee performance, focusing on the dual mediation mechanisms of learning agility and work motivation among banking employees.

## **LITERATURE REVIEW**

### **Work Environment**

The concept of the work environment encompasses a multifaceted array of factors that influence employee performance, satisfaction, and overall well-being. It can be understood through various dimensions, including physical, psychological, and social aspects. The physical work environment refers to the tangible conditions in which employees operate, such as workspace layout, facilities, and equipment. In contrast, the psychological work environment pertains to the mental and emotional climate, including aspects like organizational culture, leadership styles, and interpersonal relationships among staff members (Setiawan et al., 2022; Urbanavičiūtė & Lazauskaitė-Zabielskė, 2022; Budie et al., 2018).

The relationship between work environment and employee performance is a critical area of study in organizational behavior and human resource management. A conducive work environment is widely recognized as a significant factor influencing employee performance,

job satisfaction, and overall productivity. Research indicates that both physical and psychological aspects of the work environment play crucial roles in shaping employee outcomes. A positive work environment, characterized by safety, comfort, and adequate resources, significantly enhances employee performance. Research emphasizes that a supportive work environment leads to improved employee performance, corroborating findings from various studies that highlight the significant impact of the work environment on performance metrics (Purnadi et al., 2022). Similarly, a study by (Wirastini, 2024) demonstrates that workplace environment variables, alongside work discipline and financial compensation, collectively contribute to a substantial portion of employee performance, indicating that a well-structured environment is essential for optimal productivity. Furthermore, research affirms that the work environment has a positive and significant effect on employee performance, reinforcing the idea that environmental factors are critical in driving performance outcomes (Kresmawan et al., 2021).

Conversely, a toxic work environment can have detrimental effects on employee performance. Research highlights that a toxic workplace, mediated by work stress, negatively impacts employee performance, suggesting that stress arising from an adverse environment can hinder productivity (Kurniawan, 2023). This is echoed by research, which asserts that a toxic work environment adversely affects both the physical and psychological well-being of employees, ultimately leading to decreased performance levels (Haeruddin et al., 2022). Moreover, the findings of research indicate that toxic environments are negatively associated with employee engagement, further illustrating the cascading effects of a detrimental work atmosphere on performance (Rasool et al., 2021).

The interplay between work environment and employee performance is also mediated by factors such as job satisfaction and work discipline. For instance, research found that work discipline mediates the relationship between work environment and employee performance, suggesting that a structured and disciplined approach within a positive environment can enhance performance outcomes (Supriyanto et al., 2020). Additionally, the research by research indicates that while the work environment does not directly influence job satisfaction, it plays a role in shaping overall employee performance through indirect pathways (Setyaningsih & Indonesia, 2018). This highlights the complexity of the relationship and the necessity for organizations to foster both a supportive environment and a culture of discipline to maximize

employee performance. Based on the above explanation, the researcher developed the following hypothesis:

H1: Work environment has a positive and significant impact on employee performance.

The interplay between work environment and learning agility is increasingly recognized as a critical factor influencing employee performance and organizational adaptability. Learning agility, defined as the capacity and willingness to learn from experiences and apply that knowledge in new situations, is essential for employees to navigate the complexities of modern workplaces (Meuse et al., 2010). A supportive work environment enhances this agility by fostering psychological empowerment, which in turn encourages employees to engage actively with their roles and responsibilities (Koch & Schermuly, 2020; Muduli, 2016).

Research indicates that a positive work environment significantly impacts learning agility and overall job performance. For instance, a study on teachers during remote work highlighted that both learning agility and the work environment positively influenced performance, suggesting that a conducive environment can amplify the benefits of learning agility (Wahjusaputri & Fadilah, 2022). Furthermore, organizations that implement agile project management methodologies create structures that empower employees, thereby enhancing their learning agility and commitment (Koch & Schermuly, 2020). This empowerment is crucial in dynamic settings where rapid adaptation is necessary for success (Radu, 2023). Moreover, the relationship between learning agility and work environment is further supported by findings that link career variety and educational background to higher levels of learning agility. Employees with diverse career experiences tend to exhibit greater learning agility, which is essential for adapting to new challenges (Dries et al., 2012). This adaptability is particularly vital in environments characterized by volatility and uncertainty, where organizations must respond quickly to changing market demands (Nugroho & Hermawan, 2022). In conclusion, the synergy between a supportive work environment and learning agility is pivotal for fostering employee engagement and enhancing organizational performance. Organizations that prioritize creating an empowering atmosphere can significantly benefit from the agility of their workforce, enabling them to thrive in today's fast-paced and ever-evolving business landscape (Prieto & Talukder, 2023; Muduli, 2017). Based on the above explanation, the researcher formulated the following hypothesis:

H2: Work environment has a positive and significant impact on learning agility.

A conducive work environment is often cited as a significant factor that enhances employee motivation, which in turn positively influences performance outcomes. For instance, a comfortable and safe work environment allows employees to focus on their tasks without distractions, thereby fostering motivation and improving their ability to complete work efficiently (Bukit, 2022; Julia, 2023). This is supported by findings that indicate a positive correlation between a supportive work environment and job satisfaction, which is essential for maintaining high levels of motivation among employees (Pawirosumarto et al., 2017; Sara et al., 2022). However, the relationship between work environment and motivation is not always straightforward. Some studies suggest that while a good work environment is beneficial, it does not singularly determine work motivation. For example, found that changes in the work environment did not significantly enhance employee motivation, indicating that other factors may also play a crucial role (Sabil et al., 2021). This highlights the complexity of the relationship, where external conditions may not always translate into increased motivation, suggesting that intrinsic factors such as personal goals and values also significantly influence motivation levels (Damanik, 2023; Rulianti et al., 2021).

Moreover, motivation itself is a multifaceted construct that can be influenced by various elements, including recognition, opportunities for growth, and the overall organizational culture (Solihah et al., 2023; Fatmasari & Badaruddin, 2022). Research indicates that high levels of motivation can lead to improved job satisfaction and performance, as motivated employees are more likely to engage fully with their work and contribute positively to organizational goals (Butt et al., 2020; Gopar, 2022). Conversely, low motivation can result in decreased performance and job satisfaction, emphasizing the need for organizations to actively foster both a supportive work environment and intrinsic motivation among employees (Mulana, 2023; Maulana et al., 2020). Based on the above explanation, the researcher formulated the following hypothesis:

H3: Work environment has a positive and significant impact on work motivation.

### Learning Agility

Learning agility has emerged as a critical factor influencing employee performance in contemporary organizational contexts. Defined as the ability to learn from experiences and apply that learning effectively in new situations, learning agility has been shown to correlate positively with various performance metrics across different sectors. For instance, highlight

that learning agility serves as a more effective predictor of being identified as a high-potential employee than traditional job performance metrics, emphasizing its role in career advancement and organizational success (Milani et al., 2021). This assertion is supported by , who found that learning agility significantly predicts leadership success, further linking it to enhanced employee performance (Meuse & Kenneth, 2017). Moreover, 's systematic review indicates that individuals exhibiting high learning agility tend to achieve better organizational outcomes, including optimal performance and effective engagement in the learning process (Vinesian, 2023). This is echoed by Öztürk, who confirmed that learning agility positively impacts job satisfaction and performance, suggesting that employees who engage in continuous learning are more likely to experience higher job satisfaction, which in turn enhances their performance (Öztürk, 2023). The interplay between learning agility and job satisfaction underscores the importance of fostering a learning-oriented culture within organizations to boost overall employee performance.

In addition to direct performance outcomes, learning agility also influences organizational dynamics, such as innovation and adaptability. argue that learning agile employees contribute significantly to organizational innovativeness and productivity, which are essential for maintaining competitive advantage in rapidly changing markets (Tripathi et al., 2020). This notion is further supported by , who emphasize that a shared vision within organizations fosters learning agility, thereby enhancing employee empowerment and performance (Putri & Mangundjaya, 2020). Furthermore, the mediating role of learning agility in the relationship between organizational learning culture and firm performance has been highlighted by (Tripathi, 2024) indicating that a robust learning culture is crucial for enhancing employee agility and, consequently, performance. This aligns with findings from , who assert that promoting learning agility is vital for organizations to navigate the complexities of modern business environments effectively (Ghosh et al., 2021). Based on the above explanation, the researcher developed the following hypothesis:

H4: Learning agility has a positive and significant impact on employee performance.

H6: Work environment influences employee performance through learning agility as a mediating variable.

## Work Motivation

The relationship between work motivation and employee performance is a critical area of study in organizational behavior, as it directly influences productivity and overall organizational success. Numerous studies have established that work motivation serves as a significant predictor of employee performance across various sectors. Work motivation can be categorized into intrinsic and extrinsic types, both of which have been shown to positively impact employee performance. For instance, intrinsic motivation, which stems from personal satisfaction and the joy of completing a task, has been linked to enhanced productivity. Research by indicates that intrinsic motivation significantly influences employee performance productivity, suggesting that when employees find personal meaning in their work, their performance improves markedly (Triswanto & Yunita, 2021). Similarly, emphasize that both intrinsic and extrinsic motivations are essential for enhancing employee performance, highlighting the necessity of addressing diverse motivational needs within the workforce (Siddiqui & Rida, 2019).

Extrinsic factors, such as compensation and recognition, also play a crucial role in motivating employees. discuss how effective compensation strategies can enhance motivation, thereby improving employee performance. They argue that a well-structured reward system not only motivates employees but also fosters a culture of high performance (Wolor et al., 2019). This is supported by findings from , who assert that understanding and addressing human needs through appropriate motivational strategies can significantly enhance employee performance (Zameer et al., 2014). Moreover, the impact of organizational culture on motivation and performance cannot be overlooked research illustrates that a supportive organizational culture enhances work motivation, which in turn leads to improved employee performance (Natalia, 2023). This aligns with the findings of (Hadian, 2022), who notes that employee engagement, fostered by a positive organizational culture, is crucial for achieving high performance levels.

Training and development initiatives also contribute to enhancing work motivation. found that training during challenging times, such as the pandemic, can significantly boost employee motivation and performance (Subha & Bhattacharya, 2022). This suggests that organizations that invest in employee development not only enhance motivation but also improve overall performance outcomes. Furthermore, the interplay between work motivation and other factors such as job satisfaction and work environment is significant.



Research by indicates that a conducive work environment, coupled with effective motivational strategies, leads to higher employee productivity (Putra & Mujiati, 2022). This is echoed by (Lestari et al., 2020), who emphasize that motivation, when combined with competence and discipline, can lead to substantial improvements in employee performance.

Based on the above explanation, the researcher developed the following hypothesis:

H5: Work motivation has a positive and significant impact on employee performance.

H7: Work environment influences employee performance through work motivation as a mediating variable.

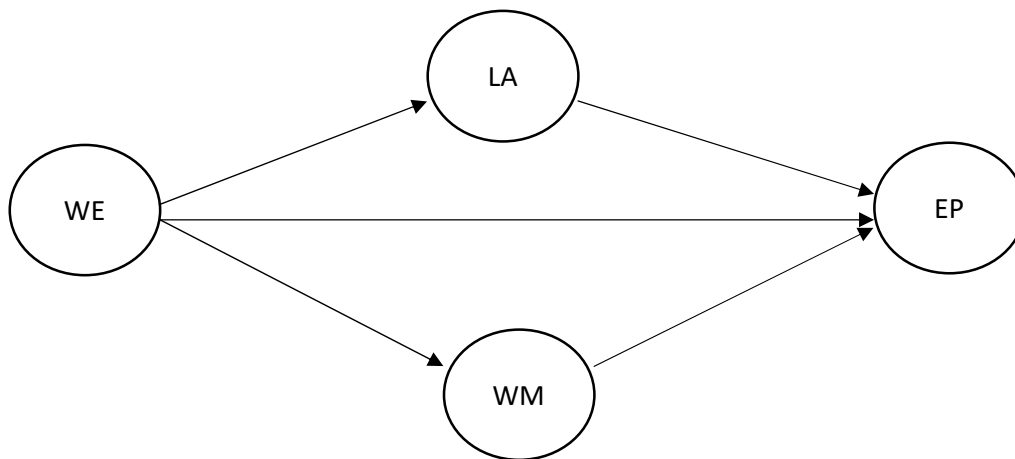


Figure 1. Conceptual Model

\*Notes: WE is work environment; LA is learning agility; WM is work motivation; EP is employee performance

## RESEARCH METHODOLOGY

### Research Design

This study employs a quantitative approach using a survey method. The explanatory technique is used to address the hypotheses mentioned at the beginning of the study. The sample comprises 137 employees from a banking employees in BRI Malang, East Java, determined using the Slovin formula based on the total population of active banking employees. The study uses random sampling, with data collected via questionnaires distributed online through Google Forms to the respondents. After complete data collection,

the next step is to screen for outliers, and it is found that there are no outliers in this study. The data is then processed using SmartPLS 4.0 with the structural equation modeling (SEM-PLS) method. This method is chosen because the study aims to develop theory with a predictive model, as illustrated in Figure 1. Additionally, the model in this research is complex with a limited sample size, making SEM-PLS analysis highly suitable (Ghozali & Latan, 2014). SEM-PLS testing consists of the measurement model or outer model, which is used to test the validity and reliability of the research instruments, and the structural model or inner model, which is used to test the research hypotheses (Ghozali & Latan, 2014).

### Measurement

The measurement of the work environment variable was adapted from Tripathi & Kalia (2024) with indicators of supervisory relationship, perceived climate, peer group interaction, and perceived organizational support. The Cronbach's alpha for this scale is 0.854.

The measurement of the learning agility variable was adapted from Graveth & Caldwell (2016) consisting of three statement items. The Cronbach's alpha for this scale is 0.767.

The measurement of the work motivation variable was adapted from Tremblay (2009) consisting of three statement items. The Cronbach's alpha for this scale is 0.933.

The measurement of the employee performance variable was adapted from Pradhan & Jena (2017) with indicators of task performance, adaptive performance, and contextual performance. The Cronbach's alpha for this scale is 0.925.

All variable measurements used a Likert scale from 1 (strongly agree) to 5 (strongly disagree), which was written on the questionnaire and distributed to all respondents.

## RESULT AND DISCUSSION

### Result and Discussion

#### Measurement Model (Outer Model)

Table 1. Validity Test

Variable	Indicator	Loading Factor	Composite Reliability	Cronbach's Alpha	AVE
Work Environment	X.1	0,864	0,901	0,854	0,698
	X.2	0,893			
	X.3	0,868			
	X.4	0,702			
Learning Agility	Z1.1	0,848	0,865	0,767	0,682
	Z1.2	0,845			
	Z1.3	0,783			
Work Motivation	Z2.1	0,955	0,958	0,933	0,883
	Z2.2	0,889			
	Z2.3	0,973			
Employee Performance	Y.1	0,901	0,878	0,925	0,804
	Y.2	0,912			
	Y.3	0,877			

Table 1 shows that each indicator in all constructs, namely work environment, learning agility, work motivation and employee performance, has a loading factor value of > 0.70 so that it can be declared to meet the validity test. Then, the reliability test uses composite reliability and Cronbach's alpha values which show that all variables used have a > value of 0.70 so that they are declared reliable. Then, the average variance extracted (AVE) value of all constructs has been above 0.50 and is declared valid in the discrimination validity test.

Tabel 2. HTMT Criterion

	X	Z1	Z2	Y
X				
Z1	0.756			
Z2	0.779	0.747		
Y	0.799	0.722	0.700	

Furthermore, the HTMT value in Table 2 shows that each construction passes the discrimination validity test if the value is below 0.90 (Hair et al., 2017). In addition, the R-square value in Table 3 adjusted for the employee performance dependent variable is 0.752, showing that the independent variable explains 75,2% of the work environment variations. Meanwhile, the adjusted R-square value for the learning agility mediation variable was 0.483, indicating that the work environment variables accounted for 48,3% of the learning agility variation. Then, the adjusted R-square value for the work motivation mediation variable was 0.516, indicating that the work environment variables accounted for 51,6% of the work motivation variation.

Table 3. R Square

Variable	R Square	R Square Adjusted
Learning Agility	0.487	0.483
Work Motivation	0.520	0.516
Employee Performance	0.757	0.752

The goodness of fit index is used to assess the fit of the model by evaluating the outer model and the inner model. This measure helps determine whether the structural model in the PLS is suitable for analysis. The merit is determined through the predictive relevance value ( $Q^2$ ), which is calculated as follows:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2) (1 - R3^2)$$

$$Q^2 = 1 - (1 - 0.487) (1 - 0.52) (1 - 0.757)$$

$$Q^2 = 0.94$$

The calculation results showed a value of 0.94, indicating that the model in this study had a high level of predictive relevance. This implies that the research model can account for 94% of the data variations, while the remaining 6% is attributed to variables outside the scope of this study.

#### Hypotheses Testing

Table 4. Hypotheses Testing

Hypotheses	Coefficient	t-statistics	p-value	Result
<b>Direct Effect</b>				
WE -> EP	0.268	3.418	0.001	Accepted
WE -> LA	0.698	10.558	0.000	Accepted
WE -> WM	0.721	14.632	0.000	Accepted
LA -> EP	0.220	2.603	0.010	Accepted
WM -> EP	0.485	6.270	0.000	Accepted
<b>Indirect Effect</b>				
WE -> LA -> EP	0.153	2.256	0,024	Accepted
WE -> WM -> EP	0.350	5.985	0,000	Accepted

Based on Table 4, it shows that the first hypothesis that work environment has a significant effect on employee performance is obtained with a t-statistical value of 3.418 > 1.96 and a p-value of 0.001 < 0.05. This mean. H1 accepted. These results are supported by

research from Purnadi et al. (2022) which reveals that a positive work environment, characterized by safety, comfort, and adequate resources, significantly enhances employee performance. Similarly, a study by (Wirastini, 2024) demonstrates that workplace environment variables, alongside work discipline and financial compensation, collectively contribute to a substantial portion of employee performance, indicating that a well-structured environment is essential for optimal productivity. In addition, affirm that the work environment has a positive and significant effect on employee performance, reinforcing the idea that environmental factors are critical in driving performance outcomes (Kresmawan et al., 2021).

Furthermore, the second hypothesis states that work environment affects learning agility, with t-statistical values of  $10.558 > 1.96$  and p-values of  $0.000 < 0.05$ . This indicates that work environment has a positive and significant influence on learning agility. H2 accepted. These results are in line with research from Wahjusaputri & Fadilah, (2022) which reveal that a study on teachers during remote work highlighted that both learning agility and the work environment positively influenced performance, suggesting that a conducive environment can amplify the benefits of learning agility. Furthermore, organizations that implement agile project management methodologies create structures that empower employees, thereby enhancing their learning agility and commitment (Koch & Schermuly, 2020). This empowerment is crucial in dynamic settings where rapid adaptation is necessary for success (Radu, 2023).

The third hypothesis states that work environment has an effect on work motivation with t-statistical values of  $14.632 > 1.96$  and p-values of  $0.001 < 0.05$ . This indicates that work environment has a positive and significant influence on work motivation. H3 accepted. This is supported by findings that indicate a positive correlation between a supportive work environment and job satisfaction, which is essential for maintaining high levels of motivation among employees (Pawirosumarto et al., 2017; Sara et al., 2022). However, the relationship between work environment and motivation is not always straightforward. Some studies suggest that while a good work environment is beneficial, it does not singularly determine work motivation. For example, found that changes in the work environment did not significantly enhance employee motivation, indicating that other factors may also play a crucial role (Sabil et al., 2021). This highlights the complexity of the relationship, where external conditions may not always translate into increased motivation, suggesting that

intrinsic factors such as personal goals and values also significantly influence motivation levels (Damanik, 2023; Rulianti et al., 2021).

The fourth hypothesis states that learning agility has an effect on employee performance with t-statistical values of  $2.603 > 1.96$  and p-values of  $0.010 < 0.05$ . This indicates that learning agility has a positive and significant influence on employee performance. H4 accepted. These results are supported by research from Milani et al, (2021) which reveal that the highlight that learning agility serves as a more effective predictor of being identified as a high-potential employee than traditional job performance metrics, emphasizing its role in career advancement and organizational success. This assertion is supported by , who found that learning agility significantly predicts leadership success, further linking it to enhanced employee performance (Meuse & Kenneth, 2017). Moreover, 's systematic review indicates that individuals exhibiting high learning agility tend to achieve better organizational outcomes, including optimal performance and effective engagement in the learning process (Vinesian, 2023). This is echoed by Öztürk, who confirmed that learning agility positively impacts job satisfaction and performance, suggesting that employees who engage in continuous learning are more likely to experience higher job satisfaction, which in turn enhances their performance (Öztürk, 2023).

Furthermore, the fifth hypothesis states that work motivation affects employee performance with t-statistical values of  $6.270 < 1.96$  and p-values of  $0.000 > 0.05$ . This indicates that work motivation have a significant influence on employee performance. H5 was rejected. This result is in line with research from Triswanto & Yunita, (2021) which reveal that the intrinsic motivation, which stems from personal satisfaction and the joy of completing a task, has been linked to enhanced productivity. Another research indicates that intrinsic motivation significantly influences employee performance productivity, suggesting that when employees find personal meaning in their work, their performance improves markedly. Similarly, emphasize that both intrinsic and extrinsic motivations are essential for enhancing employee performance, highlighting the necessity of addressing diverse motivational needs within the workforce (Siddiqui & Rida, 2019).

Table 2 also shows the results of the indirect effect test of learning agility and work motivation as a double mediation. The sixth hypothesis tests whether work environment affects employee performance through learning agility as a mediating variable with t-statistical values of  $2.256 > 1.96$  and p-values of  $0.24 < 0.05$ . This indicates that learning agility

succed to mediate the influence between work environment and employee performance. H6 was accepted. This result is supported by research conducted by Tripathi, (2024) that learning agility acts as a mediator on the influence between organizational culture and employee performance. In addition, learning agility enables employees to effectively handle new challenges, make informed decisions, and implement innovative solutions, all of which are essential for maintaining high performance in the banking sector. Employees with high learning agility can quickly absorb new information, adjust their behavior and strategies, and apply what they've learned to improve their performance. Thus, learning agility mediates the relationship between the work environment and employee performance by translating the positive aspects of the work environment into improved capabilities and competencies that directly enhance performance outcomes. In summary, in the banking industry, a supportive work environment fosters learning agility, which in turn enhances employee performance by enabling workers to effectively navigate and respond to the fast-paced and ever-changing demands of the sector.

Then, the seventh hypothesis tests whether work environment affects employee performance through work motivation as a mediating variable with t-statistical values of  $5.895 > 1.96$  and p-values of  $0.000 < 0.05$ . This indicates that work environment has significant effect on employee performance through work motivation as a mediating variable. H7 was accepted. These results are supported by research that has been conducted by Putra & Mujiati (2022) which revealed that work motivation act as a mediator on the influence between compensation and employee productivity. In addition, motivated employees are more likely to be engaged, proactive, and committed to their tasks. They tend to put in extra effort, show persistence in the face of challenges, and strive for higher levels of performance. In the banking sector, where precision, customer service, and compliance are critical, motivated employees are more likely to go above and beyond in their roles, leading to improved performance outcomes. Thus, work motivation mediates the relationship between the work environment and employee performance by translating the positive elements of the work environment into a strong drive and desire to perform well. A supportive work environment enhances motivation, which in turn directly contributes to better employee performance. In summary, in the banking industry, a positive work environment fosters higher work motivation, which subsequently leads to enhanced employee performance by encouraging employees to fully utilize their skills and potential in their roles.

## CONCLUSION

This study aims to investigate the role of work environment in enhancing employee performance with a double mechanism to mediate learning agility and work motivation in employee banking in Malang, East Java. The results of the study show that work environment directly have a positive and significant effect on the employee performance. Then, work environment also have a significant effect on learning agility and work motivation. In addition, learning agility and work motivation has positive effect on employee performance. Furthermore, learning agility succeed in mediating the influence between work environment on banking employee performance. Finally, work motivation succeed in mediating the influence between work environment on banking employee performance.

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