

## ABSTRACT

*This study aims to analyze the effect of work environment and workload on employee performance with job satisfaction as a mediating variable at the Public Works Department (DPU) of Semarang City. The study was motivated by the importance of improving employee performance to support organizational effectiveness, which is influenced by the work environment, workload, and employee job satisfaction.*

*The population of this study consisted of all State Civil Apparatus (ASN) employees of the Public Works Department of Semarang City, totaling 248 employees. The sampling technique used purposive sampling with 170 respondents. Data were collected through questionnaires using a five-point Likert scale. Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS version 4.1.1.8. The research model employed a second-order construct approach (Hierarchical Component Model/HCM) to measure multidimensional variables.*

*The results indicate that the work environment has a positive and significant effect on job satisfaction and employee performance. Workload also has a significant effect on job satisfaction and employee performance. Furthermore, job satisfaction has a positive and significant effect on employee performance. The mediation test reveals that job satisfaction significantly mediates the relationship between work environment and employee performance. However, job satisfaction does not mediate the relationship between workload and employee performance, as indicated by a p-value of 0.065, which exceeds the significance level of 0.05.*

*The findings imply that improving employee performance at the Public Works Department of Semarang City can be achieved by creating a conducive work environment and enhancing employee job satisfaction. In addition, workload should be managed appropriately to maintain employee effectiveness and performance.*

*Keywords: work environment, workload, job satisfaction, employee performance, SEM-PLS, second-order construct.*