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The Influence of Servicescape on Employee Performance Mediated by Employee Experience and Job Satisfaction: A Study at KPP Pratama Bandar Lampung Dua

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Abstract

This study aims to examine the effect of *servicescape* on employee performance and to investigate the mediating roles of *employee experience* and job satisfaction at KPP Pratama Bandar Lampung Dua. The study employed a quantitative approach with a causal research design and a survey method. Data were collected through questionnaires distributed to 88 employees, of which 77 valid responses were eligible for analysis using *Structural Equation Modeling–Partial Least Squares* (SEM-PLS) with SmartPLS version 4.1.1.8. The findings reveal that *servicescape* has a positive and significant effect on both *employee experience* and job satisfaction; however, it does not have a significant direct effect on employee performance. Furthermore, *employee experience* does not significantly influence employee performance and does not mediate the relationship between *servicescape* and employee performance. In contrast, job satisfaction has a positive and significant effect on employee performance and significantly mediates the relationship between *servicescape* and employee performance. The study concludes that improving the quality of the work environment does not necessarily enhance employee performance directly but can contribute to improved performance by fostering higher job satisfaction. Therefore, KPP Pratama Bandar Lampung Dua is recommended to continuously improve its *servicescape* by providing a comfortable, safe, clean, and functional work environment supported by adequate lighting, air circulation, workspace layout, and work facilities, while simultaneously integrating environmental improvements with strategies aimed at

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enhancing job satisfaction and other organizational factors to achieve more optimal employee performance.

Keywords: servicescape, employee experience, job satisfaction, employee performance, public service organization.

INTRODUCTION

Tax revenue plays a fundamental role in supporting national development and the provision of public services. Consequently, tax administration institutions are expected to maintain effective organizational performance while simultaneously delivering high-quality services to taxpayers. In this context, employee performance is particularly important because employees are responsible for carrying out various functions, including taxpayer services, education, supervision, data management, tax collection, and other administrative activities. The ability of public service organizations to achieve their objectives, therefore, depends not only on formal work systems and individual competencies but also on organizational conditions that support employees in performing their daily responsibilities. Research has increasingly demonstrated that workplace conditions can influence employees' attitudes, motivation, and performance outcomes (Aman-Ullah et al., 2022).

KPP Pratama Bandar Lampung Dua represents a public tax service organization with a relatively broad and diverse service area. Employees are required to manage multiple responsibilities while responding to the varying characteristics and needs of taxpayers. Such working conditions create demands for employees to remain productive, responsive, and professional. Under these circumstances, the quality of the work environment becomes an important organizational consideration. A supportive work environment may facilitate concentration, comfort, coordination, and the effective completion of work, whereas an inadequate environment may create distractions and reduce employees' overall working experience.

From a service marketing perspective, the physical environment in which service activities take place is commonly referred to as the servicescape. Servicescape encompasses various physical and environmental elements that shape individuals' perceptions and behavioral responses, including ambient conditions, spatial layout and functionality, as well as signs, symbols, and artifacts. Although the concept has traditionally been associated with external

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customers, it is also relevant to employees who continuously interact with the organizational environment. In this regard, employees can be viewed as internal customers whose experiences may be influenced by the physical conditions and facilities provided by the organization. Recent research has extended the application of servicescape to employees and demonstrated that physical and social servicescapes can influence employee emotions, satisfaction, and behavioral outcomes, including in public-sector service organizations (Sahoo et al., 2026).

The relevance of servicescape is particularly evident in public service organizations, where employees spend a substantial portion of their working time interacting with the physical environment. Factors such as workspace design, lighting, temperature, cleanliness, accessibility, office facilities, and spatial arrangements may influence employees' comfort and their ability to perform work effectively. Previous research has shown that the physical work environment is associated with employee satisfaction and workplace outcomes, highlighting the importance of designing workspaces that accommodate employees' functional and psychological needs (Budie et al., 2019). The preliminary observations reported in this study identified several environmental conditions at KPP Pratama Bandar Lampung Dua that warrant attention, including limited parking capacity, spatial constraints, open-office arrangements that may create distractions, uneven lighting and air circulation, the management of physical archives, and several limitations related to supporting facilities. These conditions suggest that the physical work environment may represent more than a supporting organizational resource; it may also contribute to employees' experiences and attitudes toward their work (Barusman, 2026).

The importance of the work environment was further indicated by a preliminary survey involving employees of KPP Pratama Bandar Lampung Dua. Employees generally perceived adequate office facilities, cleanliness, low noise levels, appropriate lighting, comfortable temperatures, and well-organized workspaces as important factors contributing to workplace comfort. Previous empirical evidence has similarly shown that workplace environmental conditions may influence employee performance through both direct and indirect mechanisms involving psychological and behavioral factors (Aman-Ullah et al., 2022). However, although these preliminary findings suggest a potential relationship between the quality of the physical work environment and employee-related outcomes, the relationships among servicescape, employee experience, job satisfaction, and employee performance had not yet been empirically examined in this organizational context.

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The relationship between the physical environment and individual behavior can be explained through the Stimulus–Organism–Response (SOR) framework. Within this perspective, environmental characteristics act as stimuli that influence individuals' internal psychological states, which subsequently affect behavioral responses. Applied to the present study, servicescape represents the environmental stimulus, while employee experience and job satisfaction reflect employees' internal psychological responses. Employee performance, in turn, represents the behavioral outcome. Recent servicescape research has applied the SOR framework to demonstrate how physical and social environmental conditions influence employees' internal responses and subsequent workplace behaviors (Sahoo et al., 2026). This theoretical perspective therefore provides a basis for examining not only the direct effect of the work environment on performance but also the psychological mechanisms through which such effects may occur.

Employee experience is particularly relevant because it reflects employees' overall perceptions and experiences throughout their interactions with the organization. These experiences may be shaped by the physical environment, organizational culture, interpersonal relationships, and technological support. A positive employee experience may contribute to stronger engagement, motivation, and positive perceptions of the organization. Research on workplace environments similarly suggests that organizational conditions can influence employees through psychological mechanisms that subsequently affect work-related outcomes (Aman-Ullah et al., 2022). However, the findings of the present study indicate that a positive employee experience does not necessarily translate directly into higher employee performance. Rather, employee experience may represent an important psychological outcome of a supportive organizational environment without functioning as a significant direct determinant of performance in every organizational context.

Job satisfaction represents another important mechanism linking organizational conditions to employee performance. Employees who perceive their work environment positively may experience greater comfort and satisfaction in performing their responsibilities. Higher job satisfaction may subsequently encourage employees to demonstrate stronger motivation, responsibility, and commitment to achieving organizational objectives. A recent meta-analysis involving 113 studies found a moderate and statistically significant positive relationship between job satisfaction and job performance (Katebi et al., 2022). The empirical results of this study support this mechanism by showing that servicescape positively influences

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job satisfaction and that job satisfaction, in turn, positively affects employee performance. Furthermore, job satisfaction significantly mediates the relationship between servicescape and employee performance. These findings indicate that improvements in the physical work environment may contribute to performance primarily through their ability to enhance employees' satisfaction with their work.

The relationship between servicescape, employee satisfaction, and performance has also received empirical attention in employee-based service settings. For example, Kang and Lee (2019) examined the influence of the physical service environment on job engagement, job satisfaction, and job performance among hotel employees, demonstrating that servicescape-related elements can shape important employee outcomes. Similarly, research on public-sector workplaces has shown that work environment and job satisfaction can operate together in explaining employee performance (EkaWati et al., 2021). These studies provide evidence that the physical work environment should not be viewed solely as an operational resource but also as an organizational factor associated with employees' psychological and behavioral outcomes.

Despite the growing importance of workplace experience, several research gaps remain. First, there is a contextual gap, as servicescape research has predominantly focused on external customers and commercial service settings, while empirical attention to employees as internal customers in public-sector organizations remains comparatively limited. Recent evidence from a public-sector bank illustrates the potential relevance of servicescape for employee emotions, satisfaction, and loyalty, but also highlights the need for further research across different public service settings (Sahoo et al., 2026). Second, there is a variable gap, because employee experience has received comparatively less attention within servicescape models than traditional employee outcomes such as satisfaction or engagement. Third, there is a model gap, as relatively few studies have simultaneously examined servicescape, employee experience, job satisfaction, and employee performance within a single conceptual framework that incorporates both direct and indirect relationships.

Accordingly, this study offers a conceptual contribution by positioning employees as internal customers and examining the role of servicescape within a public-sector service organization. The proposed model investigates the effects of servicescape on employee experience, job satisfaction, and employee performance while simultaneously assessing the mediating roles of employee experience and job satisfaction. This approach extends the application of servicescape beyond its conventional focus on external customers and contributes

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to the integration of service marketing and organizational behavior perspectives within the context of public tax administration. Previous employee-focused servicescape research supports the relevance of examining environmental conditions together with employee satisfaction and performance outcomes, while also demonstrating the need to investigate these relationships across different organizational settings (Kang & Lee, 2019; Sahoo et al., 2026).

Based on these considerations, this study aims to examine the effect of servicescape on employee performance, with employee experience and job satisfaction serving as mediating variables, at KPP Pratama Bandar Lampung Dua. The study is expected to contribute theoretically by expanding the application of servicescape and internal service marketing concepts to public-sector organizations. From a practical perspective, the findings may provide insights for organizational management regarding the development of a physical work environment that supports positive employee experiences, enhances job satisfaction, and ultimately contributes to improved employee performance.

LITERATUR REVIEW

Servicescape

Servicescape refers to the physical environment in which organizational and service activities take place and in which individuals interact with facilities, spatial arrangements, and environmental stimuli. In the context of this study, the concept is extended beyond external customers to employees who continuously experience the physical conditions of their workplace. Elements such as lighting, cleanliness, layout, privacy, temperature, noise, design, and accessibility may influence how employees perceive their working environment. Recent research has increasingly emphasized that employees tend to experience the workplace as an integrated physical environment rather than as isolated environmental attributes. Kearney, Coughlan, and Kennedy (2023), for example, found that the physical work environment can significantly influence employee satisfaction and loyalty. Similarly, Lee, Kim, and Choi (2019) developed the concept of *workscape* to explain how physical, social, and locational workplace conditions shape employee responses. Research in hospitality settings also demonstrates that employees' perceptions of the physical environment can influence work engagement and psychological well-being (Kim et al., 2022).

From an organizational perspective, servicescape may function as a work-related resource that supports employees in performing their daily responsibilities. A well-designed environment

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can reduce physical and psychological obstacles, facilitate communication and mobility, and create more favorable conditions for concentration and task completion. This perspective is particularly relevant to KPP Pratama Bandar Lampung Dua because employees interact continuously with office facilities, spatial arrangements, and environmental conditions while carrying out taxation services, supervision, administration, and other operational activities. The use of servicescape in this study is therefore consistent with the argument that employees may be regarded as internal customers who respond to the quality of their organizational environment. Recent evidence from a public-sector banking context also shows that physical and social servicescape can influence employee emotions, satisfaction, and loyalty (Khan et al., 2026). Consequently, servicescape is conceptualized in this study as an organizational stimulus that may directly or indirectly influence employee experience, job satisfaction, and employee performance.

Employee Experience

Employee experience represents the overall perception and evaluation employees develop through their interactions with the organization throughout their employment journey. Rather than being limited to a single aspect of work, employee experience reflects how employees interpret multiple organizational touchpoints, including the physical work environment, technology, organizational culture, interpersonal relationships, and management practices. A positive employee experience is generally associated with feelings of support, involvement, and meaningfulness at work (Alam & Dunan, 2019). Contemporary research has increasingly treated employee experience as a multidimensional organizational phenomenon because employees form their perceptions through repeated interactions with different aspects of the workplace. Research on the physical work environment also supports this perspective by demonstrating that environmental conditions influence employees' affective responses and workplace satisfaction (Kearney et al., 2023). Moreover, studies of workplace environments have shown that supportive physical spaces can promote employee engagement and psychological well-being, which represent important components of a positive work experience (Kim et al., 2022).

Employee experience is particularly relevant as a mediating mechanism because organizational conditions do not necessarily influence performance immediately. Instead, employees first interpret and experience those conditions psychologically before translating

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them into work-related attitudes and behaviors. In the present study, servicescape is expected to contribute to employee experience by shaping employees' daily interaction with the physical workplace. When employees perceive their working environment as comfortable, functional, and supportive, they may develop a more positive overall experience of working within the organization. This positive experience may subsequently encourage greater engagement, motivation, and willingness to contribute to organizational objectives. The importance of examining this mechanism is reinforced by the existing research gap in the thesis, which identifies limited studies integrating servicescape, employee experience, job satisfaction, and employee

Job Satisfaction

Job satisfaction refers to an employee's positive evaluation of his or her job and the conditions surrounding the employment relationship. This evaluation may involve the nature of the work, relationships with colleagues and supervisors, organizational support, working conditions, rewards, and opportunities to achieve professional goals. Job satisfaction is therefore not merely an emotional reaction but also an evaluative judgment regarding whether the employee's expectations and needs are adequately fulfilled by the organization. Contemporary evidence continues to demonstrate that workplace conditions play an important role in shaping employee satisfaction. Kearney et al. (2023) found that the physical work environment influences employee satisfaction, while research involving employee workspaces has also demonstrated the importance of environmental conditions for psychological responses and well-being (Kim et al., 2022). These findings support the argument that job satisfaction can be influenced by how employees experience the organizational environment on a daily basis.

Job satisfaction is also theoretically relevant as a mediating variable between organizational conditions and employee performance. According to this perspective, improvements in the work environment may not automatically generate higher performance unless those improvements first produce favorable employee attitudes toward the job. A recent meta-analysis by Katebi et al. (2022), based on 113 studies and 123 independent datasets, reported a moderate and statistically significant positive relationship between job satisfaction and job performance. More recent meta-analytic evidence similarly found a positive relationship between employee satisfaction and performance across diverse organizational settings (Panda et al., 2025). Evidence from public-sector research also continues to demonstrate the relevance of job satisfaction for employee performance. Therefore, in this study, job satisfaction is positioned

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as an important psychological mechanism through which servicescape may contribute to improved employee performance.

Employee Performance

Employee performance refers to the extent to which employees successfully carry out their assigned duties and contribute to organizational objectives. Performance may be reflected not only in the quantity and quality of work outcomes but also in employees' ability to complete tasks effectively, fulfill their responsibilities, cooperate with others, demonstrate initiative, and use organizational resources efficiently. In public-sector organizations, employee performance is particularly important because individual work outcomes contribute directly to organizational effectiveness and the quality of services delivered to society. The uploaded thesis specifically positions employee performance as the dependent variable influenced by servicescape, employee experience, and job satisfaction.

Contemporary research suggests that employee performance is influenced by both individual and organizational factors. In particular, employees who experience supportive organizational conditions and develop positive attitudes toward their work may be more likely to demonstrate higher levels of task accomplishment and contribution. Evidence from public administration research has identified significant relationships among organizational factors, job satisfaction, and employee performance (Putra & Putra, 2024). In addition, recent research in government institutions continues to examine job satisfaction as an important explanatory mechanism for employee performance (Setiyono & Satrya, 2025). Meta-analytic findings also indicate that job satisfaction has a moderate positive association with job performance across different organizational contexts (Katebi et al., 2022). Therefore, employee performance in the present study is viewed as the ultimate behavioral outcome that may be influenced directly by servicescape and indirectly through employee experience and job satisfaction.

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Framework

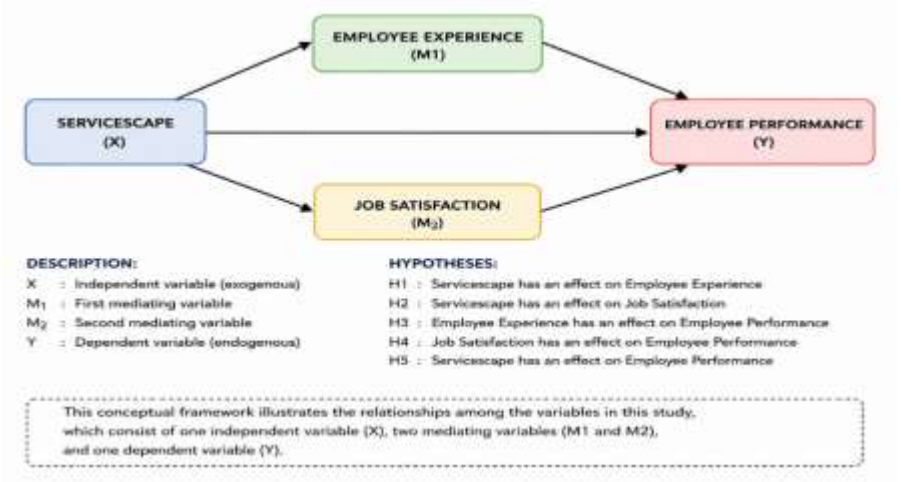


Figure 1. Framework

Hyphotesis

H1: Servicescape has a positive effect on the employee experience of employees at KPP Pratama Bandar Lampung Dua.

H2: Servicescape has a positive effect on the job satisfaction of employees at KPP Pratama Bandar Lampung Dua.

H3: Employee experience has a positive effect on employee performance at KPP Pratama Bandar Lampung Dua.

H4: Job satisfaction has a positive effect on employee performance at KPP Pratama Bandar Lampung Dua.

H5: Servicescape has a positive effect on employee performance at KPP Pratama Bandar Lampung Dua.

H6: Employee experience mediates the effect of servicescape on employee performance at KPP Pratama Bandar Lampung Dua.

H7: Job satisfaction mediates the effect of servicescape on employee performance at KPP Pratama Bandar Lampung Dua.

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RESEARCH METHODS

This study employed a quantitative research approach with a causal design to examine the direct and indirect relationships among servicescape, employee experience, job satisfaction, and employee performance at KPP Pratama Bandar Lampung Dua. A survey method was used to collect primary data through structured questionnaires distributed to permanent employees. The study involved 77 respondents selected using proportionate stratified random sampling, in which the population was divided into strata based on organizational units or sections to ensure proportional representation of employees across different work units. The research model positioned servicescape as the independent variable, employee experience and job satisfaction as parallel mediating variables, and employee performance as the dependent variable. The variables were operationalized based on relevant theoretical dimensions and measured using a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Primary data were complemented by secondary data obtained from organizational documents, employee data, relevant literature, previous studies, and other supporting sources.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.1.1.8. The analysis was conducted in three main stages: evaluation of the measurement model (*outer model*), evaluation of the structural model (*inner model*), and hypothesis testing using the bootstrapping procedure. The measurement model was assessed through convergent validity, discriminant validity, and construct reliability using indicators such as outer loadings, Average Variance Extracted (AVE), Cronbach's alpha, and composite reliability. Subsequently, the structural model was evaluated to examine the explanatory power and relationships among the latent constructs, while the significance of direct and indirect effects, including the mediating roles of employee experience and job satisfaction, was assessed using path coefficients, *t*-statistics, and *p*-values at a 5% significance level. The use of PLS-SEM is particularly appropriate for examining complex models involving multiple latent constructs and mediation relationships simultaneously, as emphasized in the international methodological literature by Sarstedt et al. (2020).

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RESULT AND DISCUSSION

Convergent Validity Test

Table 1. Convergent Validity Test Results Based on Outer Loading Values

Variable	Indicator	Outer Loading	Criteria	Description
Servicescape	SC1	0,609	≥ 0,60	Valid
	SC2	0,846	≥ 0,60	Valid
	SC3	0,878	≥ 0,60	Valid
	SC5	0,833	≥ 0,60	Valid
	SC6	0,733	≥ 0,60	Valid
	SC7	0,802	≥ 0,60	Valid
	SC8	0,862	≥ 0,60	Valid
	SC9	0,656	≥ 0,60	Valid
Employee Experience	EE1	0,856	≥ 0,60	Valid
	EE2	0,867	≥ 0,60	Valid
	EE3	0,887	≥ 0,60	Valid
	EE4	0,897	≥ 0,60	Valid
	EE5	0,918	≥ 0,60	Valid
	EE6	0,685	≥ 0,60	Valid
	EE7	0,787	≥ 0,60	Valid
	EE8	0,717	≥ 0,60	Valid
	EE9	0,837	≥ 0,60	Valid
	EE10	0,947	≥ 0,60	Valid
	EE11	0,960	≥ 0,60	Valid
	EE12	0,948	≥ 0,60	Valid
Job satisfaction	KK1	0,782	≥ 0,60	Valid
	KK2	0,771	≥ 0,60	Valid

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Variable	Indicator	Outer Loading	Criteria	Description
	KK3	0,913	≥ 0,60	Valid
	KK4	0,887	≥ 0,60	Valid
	KK5	0,951	≥ 0,60	Valid
	KK6	0,850	≥ 0,60	Valid
	KK7	0,711	≥ 0,60	Valid
	KK8	0,831	≥ 0,60	Valid
Employee Performance	KP1	0,962	≥ 0,60	Valid
	KP2	0,785	≥ 0,60	Valid
	KP3	0,865	≥ 0,60	Valid
	KP4	0,972	≥ 0,60	Valid
	KP5	0,801	≥ 0,60	Valid
	KP6	0,870	≥ 0,60	Valid
	KP7	0,819	≥ 0,60	Valid
	KP8	0,868	≥ 0,60	Valid

Source: Data processed using SmartPLS 4.1.1.8 (2026).

Convergent validity was assessed to determine the extent to which each indicator adequately represents its corresponding construct. The assessment was based on outer loading and Average Variance Extracted (AVE) values, where indicators with outer loadings of 0.70 or higher were considered acceptable; however, indicators with loadings between 0.60 and 0.70 could still be retained provided that the construct's AVE exceeded 0.50 and its reliability met the required criteria. The SmartPLS analysis indicated that most indicators across all constructs demonstrated outer loading values above 0.70. During the initial assessment, several Servicescape indicators failed to meet the required loading threshold and were therefore removed through a model purification process. Following this refinement, all remaining indicators satisfied the criteria for convergent validity. Furthermore, all constructs demonstrated AVE values above the recommended threshold of 0.50, with Employee Experience obtaining an AVE of 0.745, Job Satisfaction 0.706, Employee Performance 0.757, and Servicescape 0.613.

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These results indicate that each construct explained more than 50% of the variance in its respective indicators, thereby confirming that all constructs met the requirements for convergent validity.

Table 2. Average Variance Extracted (AVE) Test Results

Variable	Average Variance Extracted (AVE)	Criteria	Description
Servicescape	0,613	> 0,50	Valid
Employee Experience	0,745	> 0,50	Valid
Job satisfaction	0,706	> 0,50	Valid
Employee Performance	0,757	> 0,50	Valid

Source: Data processed using SmartPLS 4.1.1.8 (2026).

All constructs demonstrated AVE values above the recommended threshold of 0.50, including Servicescape (0.613), Employee Experience (0.745), Job Satisfaction (0.706), and Employee Performance (0.757). According to Hair et al. (2022), an AVE value exceeding 0.50 indicates that a construct explains more than 50% of the variance in its indicators. Therefore, all constructs met the convergent validity criterion and were considered suitable for further analysis.

Discriminant Validity Test

Table 3. Discriminant Validity Test Results Based on the Fornell-Larcker Criterion

Variable	Servicescape	Employee Experience	Job satisfaction	Employee Performance
Servicescape	0,783			
Employee Experience	0,715	0,863		
Job satisfaction	0,586	0,664	0,840	
Employee Performance	0,455	0,543	0,706	0,870

Source: Data processed using SmartPLS 4.1.1.8 (2026).

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Based on the Fornell–Larcker criterion, the square root of the Average Variance Extracted (√AVE) for each construct was higher than its correlations with other constructs. The √AVE values were 0.783 for Servicescape, 0.863 for Employee Experience, 0.840 for Job Satisfaction, and 0.870 for Employee Performance. These findings confirm that all constructs demonstrated adequate discriminant validity.

Table 4. Discriminant Validity Test Results Based on the Heterotrait-Monotrait Ratio (HTMT)

Relationships Between Variables	HTMT Value	Criteria	Description
Employee Experience ↔ Job satisfaction	0,800	<0,90	Valid
Employee Experience ↔ Employee Performance	0,583	<0,90	Valid
Employee Experience ↔ Servicescape	0,744	<0,90	Valid
Job satisfaction ↔ Employee Performance	0,747	<0,90	Valid
Job satisfaction ↔ Servicescape	0,615	<0,90	Valid
Employee Performance ↔ Servicescape	0,458	<0,90	Valid

Source: Data processed using SmartPLS 4.1.1.8 (2026).

All Heterotrait-Monotrait Ratio (HTMT) values were below the recommended threshold of 0.90. The highest value was found between Employee Experience and Job Satisfaction (0.800), while the lowest was observed between Employee Performance and Servicescape (0.458). According to Hair et al. (2022), HTMT values below 0.90 indicate adequate discriminant validity. Therefore, the results confirm that all constructs in the research model are sufficiently distinct and meet the discriminant validity criterion.

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Construct Reliability Test

Table 5. Construct Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Description
Servicescape	0,907	0,919	0,926	Reliable
Employee Experience	0,968	0,969	0,972	Reliable
Job Satisfaction	0,939	0,941	0,950	Reliable
Employee Perfomance	0,953	0,956	0,961	Reliable

Source: Data processed using SmartPLS 4.1.1.8 (2026).

The SmartPLS results demonstrated strong internal consistency across all constructs. Cronbach's alpha values exceeded the recommended threshold of 0.70, ranging from 0.907 for Servicescape to 0.968 for Employee Experience. Similarly, all composite reliability (rho_c) values were above the acceptable threshold, ranging from 0.926 to 0.972. These findings confirm that all constructs demonstrated satisfactory reliability and that the measurement instruments were suitable for further structural model (inner model) analysis.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was used to assess the extent to which the exogenous variables explained the variance in the endogenous constructs. The results showed that Servicescape explained 51.1% of the variance in Employee Experience ($R^2 = 0.511$) and 34.3% of the variance in Job Satisfaction ($R^2 = 0.343$). Meanwhile, Servicescape, Employee Experience, and Job Satisfaction jointly explained 50.5% of the variance in Employee Performance ($R^2 = 0.505$). Based on the criteria proposed by Hair et al. (2022), these results indicate that the model has a moderate explanatory and predictive capability for the endogenous variables.

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Effect Size Test (f^2)

Table 6. Effect Size (f^2) Test Results

Relationships Between Variables	f^2 Value	Category
Servicescape → Employee Experience	1,046	Large
Servicescape → Job Satisfaction	0,522	Large
Servicescape → Employee Perfomance	0,000	Very Small
Employee Experience → Employee Perfomance	0,003	Very Small
Job Satisfaction → Employee Performance	0,350	Large

Source: Data processed using SmartPLS 4.1.1.8 (2026).

The effect size analysis showed that Servicescape had a very large effect on Employee Experience (f^2 = 1.046) and a large effect on Job Satisfaction (f^2 = 0.522). In contrast, the direct effect of Servicescape on Employee Performance was negligible (f^2 = 0.000), as was the effect of Employee Experience on Employee Performance (f^2 = 0.003). Meanwhile, Job Satisfaction demonstrated a large effect on Employee Performance (f^2 = 0.350). Overall, these findings indicate that Job Satisfaction made the strongest contribution to explaining Employee Performance, whereas the direct effects of Servicescape and Employee Experience were relatively insignificant, based on the effect size criteria proposed by Hair et al. (2022).

Multicollinearity Test

Table 7. Multicollinearity Test Results (VIF)

Relationships Between Variables	VIF value	Criteria	Description
Servicescape → Employee Experience	1,000	< 5,00	No multicollinearity
Servicescape → Job Satisfaction	1,000	< 5,00	No multicollinearity
Servicescape → Employee Performance	2,059	< 5,00	No multicollinearity

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Relationships Between Variables	VIF value	Criteria	Description
Employee Experience → Employee Performance	3,317	< 5,00	No multicollinearity
Job Satisfaction → Employee Performance	2,468	< 5,00	No multicollinearity

Source: Data processed using SmartPLS 4.1.1.8 (2026).

The analysis showed that all Variance Inflation Factor (VIF) values were below the recommended threshold of 5.00, indicating the absence of multicollinearity in the structural model. The VIF values were 1.000 for the relationships between Servicescape and Employee Experience and between Servicescape and Job Satisfaction, while the relationships of Servicescape, Employee Experience, and Job Satisfaction with Employee Performance showed VIF values of 2.059, 3.317, and 2.468, respectively. Therefore, the structural relationships were considered suitable for further hypothesis testing.

Hypothesis Testing

Table 8. Hypothesis Testing Results

Hypothesis	Relationships Between Variables	Path Coefficient	t-statistic	p-value	Decision
H1	Servicescape → Employee Experience	0,715	12,084	0,000	Accepted
H2	Servicescape → Job Satisfaction	0,586	6,608	0,000	Accepted
H3	Servicescape → Employee Performance	-0,002	0,016	0,987	Rejected
H4	Employee Experience → Employee Performance	0,073	0,416	0,677	Rejected
H5	Job Satisfaction → Employee Performance	0,654	5,671	0,000	Accepted

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Hypothesis	Relationships Between Variables	Path Coefficient	t-statistic	p-value	Decision
H6	Servicescape → Employee Experience → Employee Performance	0,053	0,408	0,683	Rejected
H7	Servicescape → Job Satisfaction → Employee Performance	0,383	3,900	0,000	Accepted

Source: Data processed using SmartPLS 4.1.1.8 (2026).

After the measurement and structural models were confirmed to meet the required criteria, hypothesis testing was conducted using the bootstrapping procedure in PLS-SEM to examine the direct and indirect relationships among the variables. Hypotheses were accepted when the T-statistic exceeded 1.96 and the p-value was below 0.05. The results supported four hypotheses (H1, H2, H5, and H7), while H3, H4, and H6 were rejected. These findings indicate that not all proposed relationships were supported; therefore, the results were further interpreted based on relevant theories, previous studies, and the organizational context of KPP Pratama Bandar Lampung Dua.

DISCUSSION

The Effect of Servicescape on Employee Experience

The hypothesis testing results indicate that servicescape has a positive and significant effect on employee experience; therefore, H1 is supported, with a path coefficient of 0.715, a T-statistic of 15.552, and a p-value of 0.000. This finding suggests that improvements in the physical work environment contribute to a more positive overall employee experience. A workplace characterized by appropriate lighting, cleanliness, thermal comfort, functional spatial arrangements, accessible facilities, and adequate supporting infrastructure can enhance employees' comfort and foster positive perceptions of the organization. This interpretation is consistent with research by Budie et al. (2019), which emphasizes the importance of the physical work environment in shaping employees' satisfaction with their workplace according to their individual needs. In the context of KPP Pratama Bandar Lampung Dua, servicescape can therefore be viewed as an important organizational stimulus that shapes employees' perceptions and

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experiences, suggesting that improvements in ambient conditions, workspace functionality, and supporting facilities may contribute to a more positive employee experience.

The Effect of Servicescape on Job Satisfaction

The findings demonstrate that servicescape has a positive and significant effect on job satisfaction, supporting H2, with a path coefficient of 0.586, a T-statistic of 9.092, and a p-value of 0.000. This result indicates that employees who perceive their work environment as comfortable, functional, clean, safe, and adequately supported by organizational facilities tend to experience greater job satisfaction. Workplace characteristics such as lighting, temperature, noise control, spatial layout, accessibility, and supporting facilities can reduce discomfort and promote more positive evaluations of the job and the organization. This finding is supported by Budie et al. (2019), who demonstrated the importance of the physical work environment in influencing employees' satisfaction with their workplace. In the context of KPP Pratama Bandar Lampung Dua, the substantial effect size of 0.522 further suggests that servicescape should be considered an important factor in promoting employee job satisfaction rather than merely a supporting physical element.

The Effect of Servicescape on Employee Performance

The analysis reveals that servicescape does not have a significant direct effect on employee performance; therefore, H3 is rejected, as indicated by a path coefficient of −0.019, a T-statistic of 0.143, and a p-value of 0.886. This result suggests that improvements in the physical work environment alone may not be sufficient to directly improve employee performance. The finding is consistent with Fitriani and Pritasari (2019), who reported that the physical work environment did not significantly influence perceived employee performance, indicating that performance may be more strongly affected by other organizational and psychological factors. In the context of KPP Pratama Bandar Lampung Dua, employee performance appears to be influenced more substantially by structured performance targets, individual performance indicators, professional responsibilities, and organizational culture. Therefore, although servicescape remains important for creating a comfortable and supportive workplace, its contribution to performance may operate indirectly through employees' psychological responses rather than through a direct relationship.

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The Effect of Employee Experience on Employee Performance

The results indicate that employee experience does not significantly influence employee performance, resulting in the rejection of H4, with a path coefficient of 0.063, a T-statistic of 0.452, and a p-value of 0.651. This finding suggests that positive experiences at work, such as organizational support, workplace comfort, and opportunities for collaboration, do not necessarily translate directly into higher individual performance. Employee experience may instead influence other employee outcomes, including job satisfaction, commitment, engagement, and organizational attachment, which may subsequently contribute to performance. This interpretation is relevant to the broader literature on employee experience and workplace outcomes, which recognizes that positive workplace conditions can influence employees through multiple psychological and behavioral mechanisms rather than through a single direct pathway. In the context of KPP Pratama Bandar Lampung Dua, the structured performance management system and clearly defined performance standards may explain why differences in employee experience do not directly produce significant differences in performance. The very small effect size of 0.003 further confirms the limited direct contribution of employee experience to explaining employee performance.

The Effect of Job Satisfaction on Employee Performance

The hypothesis testing results confirm that job satisfaction has a positive and significant effect on employee performance; therefore, H5 is supported, with a path coefficient of 0.680, a T-statistic of 5.135, and a p-value of 0.000. This finding indicates that employees who experience greater satisfaction with their jobs are more likely to demonstrate stronger motivation, responsibility, and commitment to achieving organizational objectives. The result is consistent with the meta-analysis conducted by Katebi et al. (2022), which found a moderate, positive, and statistically significant relationship between job satisfaction and job performance across a large body of empirical studies. The substantial effect size of 0.350 in this study further indicates that job satisfaction represents one of the most influential predictors of employee performance in the proposed model. Within KPP Pratama Bandar Lampung Dua, satisfaction with working conditions, organizational support, and workplace relationships may therefore encourage employees to achieve higher performance beyond formal performance requirements.

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The Mediating Effect of Employee Experience on the Relationship between Servicescape and Employee Performance

The results show that employee experience does not significantly mediate the relationship between servicescape and employee performance; consequently, H6 is rejected, with an indirect effect coefficient of 0.045, a T-statistic of 0.445, and a p-value of 0.656. Although servicescape significantly improves employee experience, the absence of a significant relationship between employee experience and employee performance prevents the indirect effect from becoming significant. This finding indicates that a more favorable physical work environment can create positive employee experiences without necessarily generating measurable improvements in work performance. The result also supports the view that employee-related outcomes may follow different pathways, with positive workplace experiences potentially influencing attitudes and psychological states before affecting actual performance. In the organizational context of KPP Pratama Bandar Lampung Dua, formal performance targets, individual performance indicators, professional standards, and organizational values may have a stronger direct influence on employee performance. Therefore, employee experience does not appear to be the primary mechanism through which servicescape affects employee performance, suggesting that workplace improvements may need to be integrated with strategies aimed at strengthening job satisfaction, motivation, competence, and organizational commitment.

The Mediating Effect of Job Satisfaction on the Relationship between Servicescape and Employee Performance

The findings confirm that job satisfaction significantly mediates the relationship between servicescape and employee performance, thereby supporting H7, with an indirect effect coefficient of 0.398, a T-statistic of 4.541, and a p-value of 0.000. This result demonstrates that servicescape does not directly improve employee performance but can contribute to higher performance by first enhancing employees' job satisfaction. A comfortable, well-organized, safe, and adequately equipped workplace may create more favorable evaluations of the job, which subsequently encourage employees to perform more effectively. This interpretation is consistent with Anggreni et al. (2019), who examined the relationship between the physical work environment, job satisfaction, and employee performance and highlighted the role of workplace conditions in shaping these employee outcomes. In the context of KPP Pratama Bandar Lampung Dua, the findings suggest that improvements in workplace layout, comfort, cleanliness, safety,

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and supporting facilities can contribute to better performance when such improvements successfully increase employees' job satisfaction.

CONCLUSION

1. Servicescape has a positive and significant effect on Employee Experience. A better work environment, including layout, comfort, cleanliness, lighting, safety, and supporting facilities, leads to a more positive employee experience.
2. Servicescape has a positive and significant effect on Job Satisfaction. A comfortable and supportive work environment contributes to higher employee satisfaction.
3. Servicescape does not have a significant direct effect on Employee Performance. Improvements in the physical work environment alone do not directly enhance performance, which may be more strongly influenced by performance management systems, organizational culture, and professional responsibility.
4. Employee Experience does not have a significant effect on Employee Performance. A positive work experience does not necessarily translate directly into improved performance but may primarily shape employees' perceptions of the organization.
5. Job Satisfaction has a positive and significant effect on Employee Performance. Employees with higher job satisfaction tend to demonstrate better performance, highlighting job satisfaction as an important driver of employee performance.
6. Employee Experience does not mediate the relationship between Servicescape and Employee Performance. Although servicescape improves employee experience, the resulting experience does not significantly contribute to improved employee performance.
7. Job Satisfaction significantly mediates the relationship between Servicescape and Employee Performance. Servicescape indirectly improves employee performance by enhancing job satisfaction, making job satisfaction an effective mediating variable in this relationship.

IMPLICATION

1. Theoretical Implications

This study contributes to human resource management research by explaining the relationships among servicescape, employee experience, job satisfaction, and employee performance in the public sector. The findings support Environmental Psychology Theory, suggesting that the work environment influences employee performance through psychological

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mechanisms rather than directly. Job satisfaction was found to mediate the relationship between servicescape and employee performance, whereas employee experience did not. This indicates that job satisfaction plays a more important role in translating a positive work environment into improved employee performance.

2. Practical Implications

The findings suggest that KPP Pratama Bandar Lampung Dua should improve its servicescape by providing a comfortable, safe, clean, and well-equipped work environment to enhance employee experience and job satisfaction. However, improving employee performance should also focus on increasing job satisfaction through managerial support, positive workplace relationships, fair rewards, and opportunities for professional development. Integrating improvements in employee experience with strategies that enhance job satisfaction may ultimately contribute to better employee performance.

SUGGESTION

1. For KPP Pratama Bandar Lampung Dua

KPP Pratama Bandar Lampung Dua should improve its servicescape by providing a comfortable, safe, and well-equipped work environment. Since servicescape indirectly improves employee performance through job satisfaction, the organization should also strengthen job satisfaction through supportive leadership, fair rewards, positive workplace relationships, and development opportunities.

2. For Future Researchers

Future studies should involve more tax offices or other public institutions to improve the generalizability of the findings. Additional variables, such as leadership, organizational culture, motivation, or work engagement, may also be examined using longitudinal or mixed-methods approaches to provide a broader understanding of the relationships among the research variables.

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