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THE EFFECT OF WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

(Study on Employees of the Kajen District Office, Pekalongan Regency)

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ABSTRACT

This study aims to analyze the effect of work motivation on employee performance with job satisfaction as an intervening variable on employees of the Kajen District Office, Pekalongan Regency. A quantitative approach is used to identify the relationship between the research variables, namely work motivation as an independent variable, job satisfaction as an intervening variable, and employee performance as a dependent variable. Data were collected through questionnaires from 30 respondents selected proportionally using stratified random sampling techniques.

The results of the study are expected to show that work motivation has a significant influence on employee performance, both directly and through job satisfaction as an intervening variable. This study provides theoretical contributions by supporting the literature related to the relationship between work motivation, job satisfaction, and employee performance. Practically, the results of the study can be used by government agency management to formulate policies that increase employee motivation and job satisfaction in order to optimize organizational performance.

KEYWORDS: *competence, compensation, motivation and performance.*

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INTRODUCTION

Human resource management is a crucial key element for organizations in achieving competitive advantage. Successful organizations will prioritize human resource management to carry out their functions optimally, especially in facing dynamic environmental changes. These environmental changes require an effective and efficient management system (Juliningrum and Sudira, 2013). From this understanding, human resources (HR) play a crucial role in achieving company goals, especially in increasing work productivity. High-quality HR can ensure the smooth operation of the organization and improve overall performance (Indrayanti, 2014). To achieve organizational goals, HR must provide maximum work contributions. In addition, they must also be encouraged to achieve optimal performance. Although HR is very important in determining the quality of performance, performance problems are still a challenge that must be faced by organizations, including companies, whose causes need to be identified immediately.

According to Suryoadi (2012), companies really want high employee performance. The more employees who have good performance, the more the company's overall productivity increases, allowing the company to continue to grow. However, employee performance in an organization does not always increase; sometimes performance increases, and sometimes decreases. Optimal performance can be achieved if the organization is able to motivate its employees to develop and improve their abilities and skills to the maximum, so that they can make a positive contribution. One way to improve employee performance is by providing motivation. Job satisfaction can affect employee behavior, encourage them to work with more enthusiasm and improve their performance (Handoko, 2014:2).

Factors in determining employee performance in improving ability are Work Motivation, Motivation is closely related to a person's mental or psychological condition, which directly affects how the individual carries out his/her duties and responsibilities in the workplace. This mental condition can be seen from the level of enthusiasm

or enthusiasm possessed by an employee in carrying out his/her work, which will ultimately contribute to the achievement of the company's goals. From a psychological perspective, it is clear that the enthusiasm or enthusiasm possessed, or conversely, the lack of enthusiasm and enthusiasm, is greatly influenced by the motivation that drives the individual to act (Yahyo, et al. 2013). Motivation is not just a drive, but an internal force that can direct a person's behavior towards achieving certain goals. Motivation also plays an important role in encouraging greater efforts from employees in achieving organizational goals, as long as the motivation can meet personal needs and provide satisfaction (Sofyandi, 2007:99).

When an employee is highly motivated, they tend to not only perform the tasks given, but do them with full commitment and high quality, because they see the task as part of their personal and professional goals. This shows that motivation is a key element that can determine how well an employee performs their duties and how much they contribute to the success of the company. The next factor that affects employee performance is work motivation. Motivation is a factor that drives someone to do certain activities, therefore motivation is often interpreted as a factor that drives a person's behavior according to (Sutrisno, 2015) in (Syarah Amalia, 2016). So it can be concluded that the stronger the work motivation, the higher and better the employee's performance will be, meaning that every increase in employee motivation will have a good effect on employee performance. Basically, if a company wants to achieve optimal performance according to the predetermined target, then the company must provide motivation to employees. Motivating employees is not easy, because within employees there are different desires, needs and expectations between one employee and another. If the company can understand and overcome how to provide good motivation to its employees, the company will get optimal employee performance according to the standards set by the company.

In addition to motivation, another factor that influences employee performance is job satisfaction, which often acts as an intervening variable in the relationship between various managerial factors and performance outcomes. Job satisfaction can be defined as a positive feeling or attitude that each individual has towards their work. This includes subjective evaluations made by employees based on their experiences in the workplace, as expressed by Erdiyansyah (2010) in the study of Dewi & Sutrischastini (2016). The level of job satisfaction is not uniform among employees, because each individual has different standards and expectations in assessing aspects of their work. The assessment system used by employees to evaluate their work is greatly influenced by their needs, personal values, and expectations of the job.

The more positive employees feel about their jobs—whether in terms of working conditions, compensation, relationships with coworkers, or career development opportunities—the higher the level of satisfaction they feel. This satisfaction then influences how employees view their daily tasks. When employees are satisfied with their jobs, they tend to have a more positive attitude, which is reflected in high morale, commitment to the company, and strong loyalty. Feelings of satisfaction also encourage employees to perform better, overcome challenges more easily, and make greater contributions to achieving company goals.

On the other hand, if the level of satisfaction is low, it can lead to various problems such as decreased productivity, high absenteeism, and increased intention to leave the company. Therefore, it is important for management to continue to monitor and improve employee job satisfaction, because this not only affects the welfare of individual employees, but also the overall performance of the organization. With high job satisfaction, it is expected that employees can carry out their duties and responsibilities with more positive feelings and thoughts, which will ultimately support the achievement of company targets more effectively and efficiently.

This study was conducted because the researcher saw several unanswered problems on the topic of employee performance, as evidenced by several previous research journals that had different research results. Therefore, this is the reason the researcher conducted this study with the title "The Influence of Work Motivation on Employee Performance Through Job Satisfaction as an Intervening Variable" to continue previous research that still doubted the relationship between the variables. This study will be conducted at the Kajen District Office, Pekalongan Regency. The selection of this office will facilitate the research by working with the Employees and Leaders to facilitate the data collection process. The purpose of this study is to obtain an answer to whether there is a relationship between leadership style and Motivation on employee performance through job satisfaction as an intervening variable at the Wiradesa District Office, Pekalongan Regency.

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Table 1.1. GAP Research Summary

No	Gap research	Researchers and Years	Results
1.	The Influence of Work Motivation Style on Employee Performance	Afrisalia Nitasari (2012) Solihatun, Akhmad Darmawan, Fatmah Bagis (2021) Sukidi and Farid Wajdi (2016)	Work motivation has a positive and significant influence on employee performance
		Mia Sumiati, Rr Niken Purbasar (2019) Agus Dwi Cahya, Novia Tri Ratnasari, Yudi Prasetya Putra (2021)	Work motivation does not have a significant effect on employee performance

Table 1.1 shows that Work Motivation does not always affect Employee Performance, so other variables are needed as Intervening variables that can support these variables to affect employee performance. Good Employee Performance requires good support. This support is not only in carrying out work alone, but also in others, and from support outside the obligation to carry out work, will create more optimal Employee Performance. One of the supports outside the obligation is Satisfaction.

Job satisfaction is an important condition that every employee must have in the work environment. When an individual feels satisfied with their work, they will be able to interact with their work environment more effectively and harmoniously. This allows employees to work with enthusiasm, dedication, and high commitment, which in turn will increase their contribution to achieving company goals (Kunartinah, 2012 in Nurchayani). A high level of job satisfaction not only has a positive effect on employee motivation and enthusiasm in carrying out their duties, but also has a direct impact on improving performance. High job satisfaction is a reflection of the effectiveness of individuals in carrying out their duties, which ultimately contributes to the overall success of the company.

On the other hand, low job satisfaction can have a number of negative consequences within an organization. When employees are dissatisfied with their working conditions, this often leads to decreased performance, as they may be less motivated to perform well or face challenges constructively. Low satisfaction can also be an early indicator of larger problems within an organization, such as declining morale, increased levels of stress in the workplace, and even decreased loyalty to the company. A further impact of this dissatisfaction can be increased absenteeism, where employees are more likely to miss work due to lack of motivation or dissatisfaction with their work environment (Muhadi, 2017 in Hidayat).

Thus, it is important for management to create a supportive and satisfying work environment for employees, because job satisfaction is a key factor in ensuring that employees not only fulfill their duties but also do so with high enthusiasm and commitment. Efforts to improve job satisfaction not only contribute to the well-being of individual employees but also have direct implications for the success and sustainability of the company. Based on the definitions given by experts, it can be concluded that job satisfaction is a positive feeling that arises when someone assesses various aspects or characteristics of their work and compares them with their expectations or expectations.

Based on the background description above, it is important to conduct research on the Influence of Work Motivation on Employee Performance considering that there are still differences in the results of previous studies in the reset gap. Therefore, this study will include the Satisfaction variable as an intervening variable. It is expected that the application of Satisfaction will have a significant influence on performance. Therefore, researchers are interested in conducting research entitled "The Influence of Work Motivation on Employee Performance Through Satisfaction as an Intervening Variable (Study on Employees of the Kajen District Office, Pekalongan Regency)".

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Work Motivation

The term motivation comes from the Latin word "movere," which means an impulse or act of moving. Motivation is related to how to direct a person's potential to work to achieve a predetermined goal (Hasibuan, 2006:141). In essence, a person works because of the urge to fulfill his/her life needs. However, this urge varies from one individual to another, which causes differences in behavior at work. According to Siagian (2008:67), motivation is the entire process of providing work encouragement to subordinates in such a way that they are willing to work sincerely in order to achieve organizational goals efficiently and economically. This motivation is formed from an

employee's attitude in responding to the work situation he/she faces (Mangkunegara, 2005:14).

According to Stephen P. Robbins in Wibowo (2010:387), motivation is a process that triggers the intensity, direction, and continuous effort of individuals in achieving goals. Motivation is an internal state within a person that drives their desire to carry out certain activities in order to achieve the desired goals (Handoko, 2009:252).

Work motivation consists of two words, namely motivation and work, which can be interpreted as a driving force that influences an individual's readiness to carry out a series of activities in certain behaviors (Robert, 1990:21). A person who is not motivated tends to only give minimal effort in carrying out his work. The concept of motivation is one of the important concepts in the study of individual performance. Motivation can be interpreted as the process of providing encouragement, creating motives, or conditions that cause a person's drive to act. In other words, motivation is a factor that drives a person to act or behave in a certain way.

Job Satisfaction

Job satisfaction, according to Hariadja (2002:291), is not only related to the work aspect itself, but also involves interaction with co-workers, superiors, and compliance with the rules and conditions of the work environment which may often be inadequate or less than satisfactory. This shows that job satisfaction does not only come from how a person does their job, but also from various external factors that affect their overall work experience.

On the other hand, Davis and Newstron, as cited in Fidela et al. (2014), stated that job satisfaction is an integral part of overall life satisfaction. Since work is an important part of a person's life, satisfaction obtained from work can have a direct impact on overall life satisfaction. Low job satisfaction can often have negative effects on the organization, such as decreased productivity and increased absenteeism. On the other hand, high levels of job satisfaction are highly desired by organizations because they are usually associated with expected positive outcomes, such as increased performance and employee loyalty. High job satisfaction also reflects that the organization or company is well managed and is the result of effective management.

According to Handoko (2012:122), job satisfaction is a positive emotional attitude towards work, which is reflected through work morale, discipline, and achievement. This satisfaction can be enjoyed both in the context of the work itself, and in aspects of life outside of work or a combination of both. In other words, job satisfaction reflects a pleasant or unpleasant emotional state that affects how employees view their work and everything related to their work environment.

Based on the description above, it can be concluded that job satisfaction is closely related to the sustainability and welfare of employees in a company. Employees who are satisfied with their jobs tend to feel happy and motivated, and are less likely to evaluate their jobs negatively or look for other jobs.

Employee Performance

Every organization is established with a specific vision and mission that it wants to realize and achieve through a series of strategic steps. To achieve these goals, organizational behavior becomes a key element that greatly determines overall success. This behavior covers various aspects, such as interactions between members, communication patterns, and decision-making methods. In this context, one of the most basic and frequently encountered aspects in organizational dynamics is employee performance. Employee performance refers to how individuals in the organization carry out their daily tasks.

Mangkunegara stated that the term performance comes from the words "job performance" or "actual performance," which refers to the work results achieved by an employee, both in terms of quality and quantity, in carrying out tasks according to the responsibilities given. Hasibuan defines performance (work achievement) as the work results achieved by someone when carrying out the tasks assigned to him, based on skills, experience, perseverance, and time.

Based on the views of various experts, it can be concluded that performance refers to the willingness and ability of a person or group of individuals to carry out the tasks given and complete them with full responsibility, and achieve the expected results. In the context of "performance" as a noun, one of the meanings of which is the result of a job, performance can be defined as the final result of work produced by individuals or groups in an organization. This includes carrying out tasks in accordance with their respective authorities and responsibilities, with the aim of achieving organizational goals legally, without violating the law, and in line with applicable moral or ethical norms.

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RESEARCH HYPOTHESIS DEVELOPMENT

The Influence of Work Motivation on Employee Performance

Motivation is a factor that drives someone to do certain activities. Therefore, motivation is often interpreted as a drive that influences individual behavior. Motivation is a process that explains how strong, focused, and consistent a person is in achieving their goals. Performance refers to the results or abilities achieved by a person in carrying out their duties in accordance with the responsibilities given, and in accordance with the work standards that have been set, with the aim of achieving organizational goals (Mangkunegara, 2007:29). This shows a strong relationship between work motivation and employee performance, where the motivation given to an employee can improve their performance at work. The results of their study concluded that Motivation has a positive and significant influence on employee performance. Based on this study, the author proposes the following hypothesis:
H1: Work motivation has a positive and significant effect on employee performance.

The Influence of Job Satisfaction on Performance

Employees Employees tend to feel satisfied with their jobs when they have high work motivation. Good motivation makes employees more involved and motivated in carrying out their tasks. Therefore, it is important for companies to pay attention to the needs and expectations of employees, because this plays a crucial role in shaping their work motivation. When employees feel that their needs are met, they will be more satisfied in carrying out their jobs, which in turn creates a more pleasant and comfortable work environment. This sense of satisfaction encourages employees to try harder and improve their performance, which ultimately results in better work results. High levels of employee satisfaction and performance contribute directly to achieving optimal results. With optimal performance from employees, companies have a greater chance of achieving targets and obtaining expected profits. Thus, attention to employee motivation and job satisfaction becomes an important factor in the company's strategy to achieve long-term success.

Supporting this. Their research results concluded that Job Satisfaction has a positive and significant influence on employee performance. Based on the research, the authors propose the following hypothesis:
H2: Job satisfaction has a positive and significant effect on employee performance.

The Influence of Work Motivation on Job Satisfaction

Motivation plays a vital role in creating a more successful organization because it can encourage employees to feel more motivated and enthusiastic in completing their work. When employees feel inspired and driven to excel, motivation becomes a key element that influences the success of the company. Job satisfaction, which is a positive feeling felt towards a job, often arises from the assessment of various aspects of the job. In other words, employee job satisfaction is the result of how they assess and perceive various elements of their job, including tasks, work environment, and relationships with coworkers. High motivation plays a significant role in increasing job satisfaction, because employees who feel motivated tend to have a more positive view of their jobs. This creates a close relationship between motivation levels and job satisfaction, where the higher the motivation an employee has, the more likely they are to feel satisfied with the work they do. In other words, effective motivation can improve employee perceptions of their jobs, which in turn increases job satisfaction and creates a more productive and harmonious work environment.

Supporting this. Their research results concluded that Work Motivation has a positive and significant influence on Job Satisfaction. Based on this research, the authors propose the following hypothesis:
H4: Work motivation has a significant positive effect on job satisfaction.

The Influence of Work Motivation on Employee Performance through Job Satisfaction

According to Robbins (2006), job satisfaction can be defined as the general attitude that an employee has towards his/her job. Job satisfaction reflects the extent to which an individual's hopes and expectations regarding their job are in accordance with the rewards provided by the job. The level of satisfaction or dissatisfaction of an employee depends largely on the difference between what is expected and what is actually received. If an employee feels that the rewards or recognition they receive from the job are less than what they expected, then this can lead to dissatisfaction.

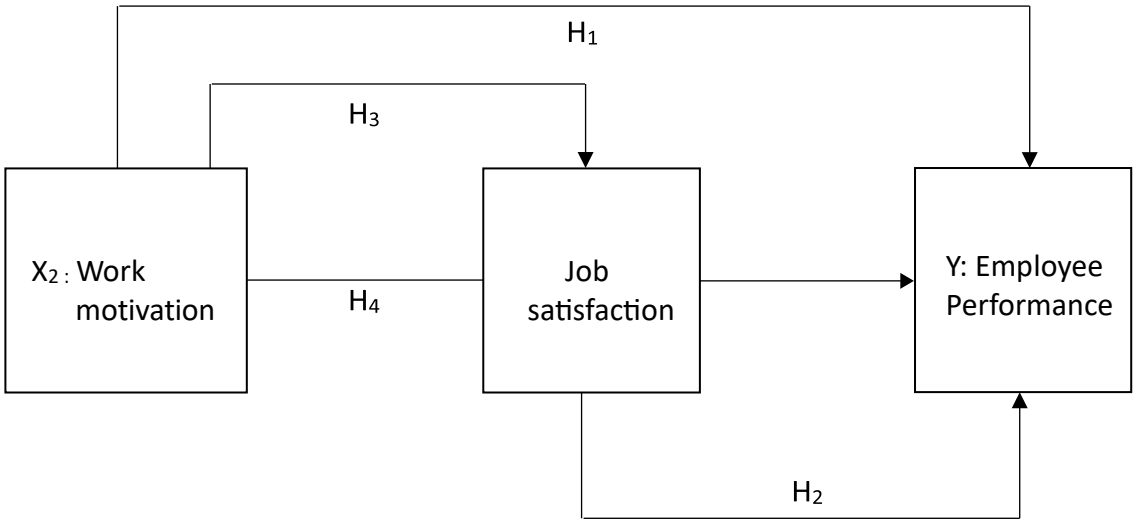
This job satisfaction is closely related to work motivation, which plays a crucial role in determining the level of employee job satisfaction. Work motivation acts as a driving force that drives individuals to strive to achieve or fulfill their needs and goals in their work and company. When employee motivation is high, they tend to show greater effort in their work, which contributes positively to their performance. Increased employee performance resulting from high motivation will have a direct impact on the success of the company, through increased work

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results and overall productivity. In other words, effective work motivation not only increases employee job satisfaction but also plays an important role in improving performance and supporting the achievement of company goals. Supporting this. The results of their study concluded that Work Motivation has a positive and significant influence on Employee Performance Through Job Satisfaction Based on the study, the authors put forward the following hypothesis:
H4: Work Motivation has a significant positive effect on Employee Performance through Job Satisfaction.

Research Model Development
The development of a research model shows that the model in a study is basically a relationship between the concepts to be studied or measured in the research to be conducted. The development of a research model will contain the variables studied. In the development of a research model, researchers will create a form of research model regarding the description of how the independent variable influences the dependent variable, both directly and through intervening variables.

In this study, the development of the research model will provide an overview of the influence of Work Motivation on Employee Performance through Job Satisfaction. Work Motivation, where with better Work Motivation from employees will have a positive impact on Employee Performance through Job Satisfaction. This shows an



overview that Work Motivation can affect Employee Performance through Job Satisfaction, so that the image of the development of the research model can be seen in the following image:

METHOD

Research Variables and Measurement
This study uses a quantitative approach that emphasizes the identification and measurement of key variables. Each variable studied must be defined in detail and operationally, so that objective and systematic measurements are possible. The data collected are analyzed to produce conclusions without in-depth exploration, but rather focus on calculating percentages and identifying patterns or tendencies that emerge from the data. With this approach, the study aims to provide a general picture that can be measured statistically, in accordance with the guidelines explained by Siregar (2014).

This research is classified as an explanatory research type, which is a method that aims to explain the position of the variables studied and the relationship of influence between these variables (Sugiyono, 2019). Explanatory research is used to test or verify the hypothesis that has been proposed, with the aim of explaining how independent variables and intervening variables affect the dependent variables contained in the hypothesis. In this study, the variables studied include Work Motivation as an independent variable, Job Satisfaction as an intervening variable, and Employee Performance as a dependent variable.

In this study, the data collection method used a questionnaire, which is a procedure that involves giving a series of questions or statements that must be answered by respondents (Sugiyono, 2019). This questionnaire consists of two types of questions: closed questions and open questions. For this study, the questionnaire used only includes closed questions, where respondents are asked to provide predetermined answers systematically. In addition, information from the questionnaire will be analyzed using the Likert Scale, which is a scale that measures the

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level of respondent response to questions using predetermined indicators or variables (Sugiyono, 2019). The Likert Scale in the study is as follows

Table 1. Likert Scale

Jawaban	Nilai
Strongly Agree	5
Agree	4
Disagree	3
Disagree	2
Strongly Disagree	1

Source : Sugiyono, 2019.

Population, Sample, and Sampling

Population is a collection of all elements that have similar characteristics, whether in the form of events, objects, or individuals, which are the focus of research because they are considered as a relevant whole in the study (Ferdinand, 2016). The population in this study was all employees of Kajen District, Pekalongan Regency with a total of 247 employees.

The sampling technique used is proportionate random sampling, which is a technique used if the research population has members/elements that are not homogeneous and are also stratified proportionally (Sugiyono, 2019). The sample in this study was 30 samples.

Operational Definition

Research variables can be interpreted as attributes, characteristics, or values of individuals, objects, or activities that have certain variations, which have been determined by researchers to be studied and then conclusions drawn (Sugiyono, 2019). The variables used in this study include:

1) Independent Variables
   Independent variables are variables that influence dependent variables. Independent variables used include: (A) Work Motivation (X)
2) Intervening Variables
   Intervening variables function as a link between independent variables (free) and dependent variables (bound). This variable explains how or why the independent variable affects the dependent variable. Although not measured directly, the existence of intervening variables is hypothesized to explain the relationship between the two main variables in the study. The intervening variable used is Job Satisfaction (Z).
3) Dependent Variable

The dependent variable is a variable that is influenced by the independent variable. The dependent variable used is Employee Performance (Y).

The operational definition of a variable is the determination of the construct or trait to be studied so that it becomes a measurable variable (Sugiyono, 2019). The more complete operational definition of variables in research can be seen in the following table:

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Tabel 2. Definisi Operasional Variabel

No	Variabel	Definisi Operasional	Indikator
1	Performance Motivation (X2)	Motivation, both internal and external, that motivates a person to carry out his work with enthusiasm and dedication. This motivation can come from various sources, such as personal needs, the desire to achieve certain goals, awards or recognition, and a conducive work environment. High work motivation is generally reflected in a proactive attitude, maximum performance, and satisfaction in carrying out daily tasks.	1. Involvement in Work 2. Productivity towards work 3. Initiative and proactiveness 4. Attendance and punctuality 5. Desire to grow
2	Job Satisfaction (Z)	A positive emotional state that a person experiences as a result of evaluating various aspects of his/her job. This includes satisfaction with tasks and responsibilities, the work environment, relationships with colleagues and superiors, and the rewards received. Job satisfaction is not only about enjoying the job, but also about how the job meets personal needs, hopes, and aspirations.	1. Compensation 2. Conditions and Environment 3. Relationship with co-workers 4. Rewards 5. Workload level 6. Job Security
3	Employee Performance (Y)	Evaluation of a person's work results and contribution in achieving goals and meeting standards set by the organization covers various aspects, such as effectiveness, efficiency, and quality of work performed. This assessment involves analyzing how employees carry out their duties and responsibilities, including how well they utilize existing resources, complete work on time, and produce output that meets or exceeds organizational expectations. Optimal performance is not only measured by the final result, but also by the process and efforts made to achieve the goal.	1. Quality 2. Quantity 3. Timeliness 4. Effectiveness 5. Independence

Source: Developed for research, 2024.

Data Analysis Techniques

This study uses the Partial Least Square Structural Equation Model (PLS-SEM) analysis technique with Smart PLS 4.0 software. External model assessment is carried out by evaluating internal consistency, convergent validity, and discriminant validity according to the procedures described by Hair Jr. et al. (2021). Internal consistency is examined using two measures, namely Cronbach's alpha and Composite Reliability, with the minimum required value being 0.60.

Convergent validity is measured through the value of the loading factor, which must be greater than 0.70 for a valid indicator, while indicators with loading factor values between 0.40 and 0.70 can be maintained if their removal reduces the composite reliability. Discriminant validity is tested using the Fornell-Larcker criterion (FLC) and the Heterotrait-Monotrait ratio (HTMT). A construct is said to meet discriminant validity based on FLC if the square root of the Average Variance Extraction (AVE) of the construct is greater than the correlation between constructs, and the HTMT value must be less than 0.85.

RESULTS AND DISCUSSION

Evaluation of the indicator measurement model includes individual item examination. Outer loading, construct validity and reliability, discriminant validity, inner evaluation, and bootstrap hypothesis testing. The first three measurements are grouped into convergent validity.

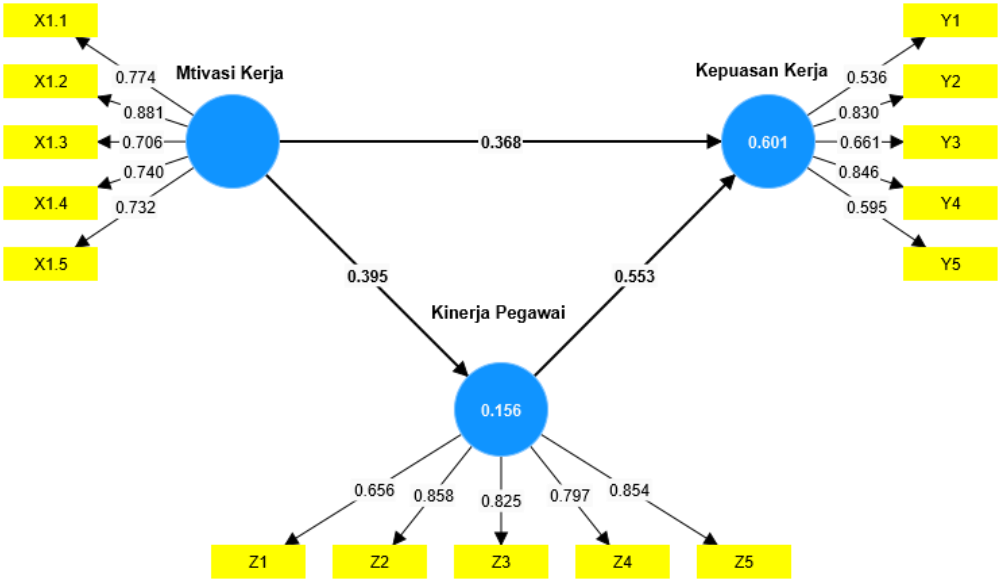
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Convergent Validity

Convergent validity consists of three tests, namely item *reliability* (validity of each indicator), *composite reliability*, and *average variance extracted* (AVE). *Convergent validity* is used to measure how much the existing indicators can explain the dimensions. This means that the greater the *convergent validity*, the greater the ability of the dimension to apply its latent variables.

a. Reliability Item

Item reliability or what we usually call indicator validity. Testing of *item reliability* (indicator validity) can be seen from the *loading factor value (standardized loading)*. The loading factor value is the magnitude of the correlation between each indicator and its construct. A *loading factor* value above 0.7 can be said to be ideal, meaning that the indicator can be said to be valid as an indicator to measure the construct. However, a *standardized loading factor* value above 0.5 is acceptable. While a *standardized loading factor* value below 0.5 can be removed from the Chin (1998) model. The following are the *item reliability* values that can be seen in the *standardized loading* column:



Picture 1. Standardized Loading Factor Inner and Outer Model

From the image above, it can be seen that all loadings are worth more than 0.5 so they do not need to be set aside. Thus, each indicator has been valid to explain each of its latent variables, namely Work Motivation, Job Satisfaction, and Employee Performance.

b. Composite Reliability

The statistics used in *composite reliability* or construct reliability are Cronbach's alpha and D.G rho (PCA). *Cronbach's alpha* measures the lower limit of the reliability value of a construct while *composite reliability* measures the actual value of the reliability of a construct. The *rule of thumb* used for *composite reliability* values is greater than 0.6 and *Cronbach's alpha* values are greater than 0.6. With these measurements, if the value achieved is > 0.60, it can be said that the construct has high reliability.

Table 4. Composite Reliability Results

	Cronbach's Alpha
Job Satisfaction	**0, 745**
Employee Performance	**0.864**
Work Motivation	**0.826**

Source: 2024 Data Processing Results

Based on table 4 above, it shows that the *composite reliability* value for job satisfaction is 0.745; employee performance is 0.864; employee performance is 0.864; motivation is 0.826. The latent four obtained a *Cronbach's alpha* value above 0.6 so that it can be said that all factors have good reliability as a measuring tool.

Average Variance Extracted (AVE) describes the amount of variance that can be explained by items compared to the variance caused by measurement *error*. The standard is if the AVE value is above 0.5 then it can be said that

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the construct has good *convergent validity*. This means that the latent variable can explain an average of more than half of the *variance* of its indicators.

Table 5. Results *Average Variance Extracted (AVE)*

Research variable	Average Variance Extracted (AVE)
Job Satisfaction	0.497
Employee Performance	0.643
Work Motivation	0.591

Source: 2024 Data Processing Results

Based on table 5 above, it shows that the AVE value for performance satisfaction is 0.497; employee performance is 0.643; work motivation is 0.591; Both variables have AVE above 0.5 and job satisfaction is below 0.5 so that the construct has good convergent validity where the latent variable can explain an average of more than half of the variance of its indicators.

1. Discriminant Validity

Discriminant validity examination of the reflective measurement model is assessed based on *cross loading* and comparing the AVE value with the square of the correlation between constructs. The measure of *cross loading* is comparing the correlation of the indicator with its construct and the construct from another block. Good *discriminant validity* will be able to explain the indicator variable higher than explaining the variance of the other construct indicators. The following are the *discriminant validity* values for each indicator.

Table 6. *Discriminant Validity*

Indicators	Job satisfaction	Employee performance	Work motivation
X1.1	0,452	0,277	0,774
X1.2	0,528	0,345	0,881
X1.3	0,345	0,237	0,706
X1.4	0,471	0,247	0,740
X1.5	0,435	0,392	0,732
Y1	0,536	0,368	0,174
Y2	0,830	0,659	0,530
Y3	0,661	0,512	0,517
Y4	0,846	0,494	0,489
Y5	0,595	0,319	0,159
Z1	0,273	0,656	0,012
Z2	0,604	0,858	0,196
Z3	0,533	0,825	0,317
Z4	0,616	0,797	0,416
Z5	0,629	0,854	0,442

Sumber : Hasil Pengolahan Data 2024

Based on table 6 above, it shows that the *discriminant validity* or *loading factor* value for each variable has a higher correlation with its variables compared to other variables. Likewise with the indicators of each variable. This shows that the placement of indicators on each variable is correct.

Inner Model Analysis

R-square is a measure of the proportion of variation in the influenced value (endogenous) that can be explained by the influencing variables (exogenous) which is useful for predicting whether the model is good/bad. The *r-square* result for the endogenous latent variable of 0.75 indicates that the model is substantial (good); 0.50 indicates that the model is moderate (medium) and 0.25 indicates that the model is weak (bad) (Juliandi, 2018). Based on the data processing that has been carried out using the smartPLS 3.0 program, the *R-Square* value is obtained which can be seen in the following image and table:

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Table 7. Results R^2

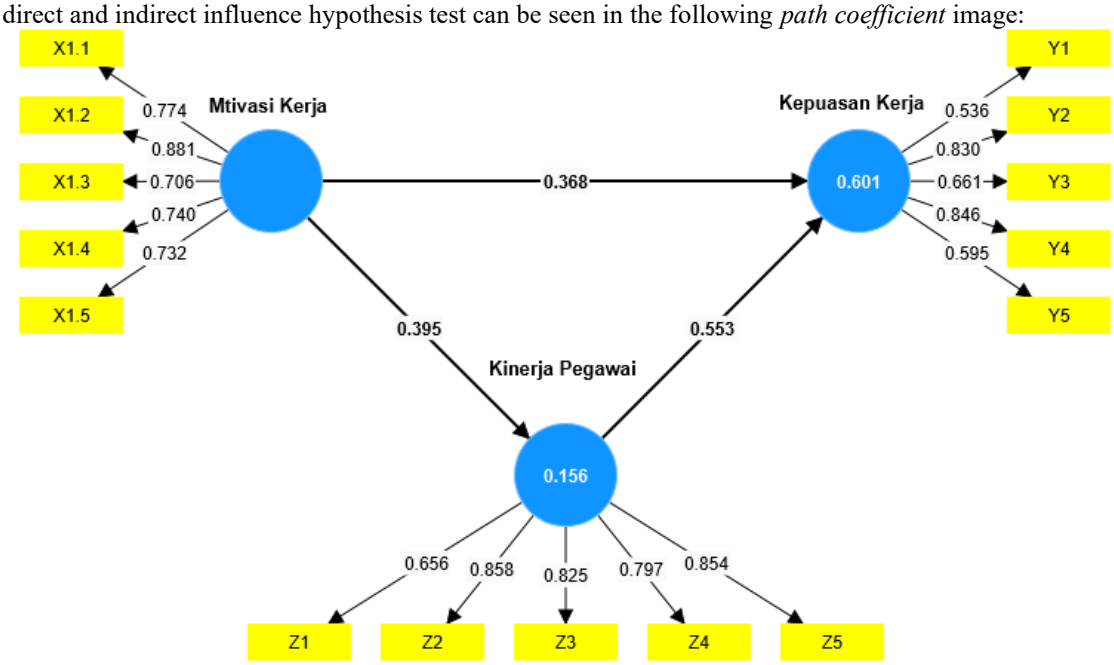
	R Square	R Square Adjusted
Job Satisfaction	0.601	0.572
Employee Performance	0.156	0.126

Source: Data Processing Results 2024

From table 7 above, it is known that the influence of X1, X2 and Z on Y with an r-square value of 0.601 indicates that the variation in Y value can be explained by the variation in X1, X2 and Z values of 99% or in other words that the model is substantial (good), and 1% is influenced by other variables. Furthermore, the influence of X1 and X2 on Z with an r-square value of 0.572 indicates that the variation in Z value can be explained by the variation in X1 and X2 values of 90.1% or in other words that the model is substantial (good), and 9.9% is influenced by other variables.

Hypothesis Testing

This test is to determine the path coefficient of the structural model. The goal is to test the significance of all relationships or hypothesis testing. Hypothesis testing in this study is divided into direct and indirect influences. Based on data processing that has been carried out using the smartPLS 3.0 program, the image of the results of the direct and indirect influence hypothesis test can be seen in the following *path coefficient* image:



Picture 2. *T-Value*

The results of the direct influence hypothesis test can be seen in the following *path coefficient* table:

Table 8. *Path Coefficient*

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Compensation-> Performance	0.094	0.093	0.095	0.321
Work Motivation > Job Satisfaction	0.632	0.639	0.090	0.000
Work Motivation> Employee Performance	0.477	0.487	0.092	0.000

Source: Data Processing Results 2024

Based on Table 8, it can be stated that the hypothesis test is The effect of compensation on performance has a path coefficient of 0.094. This effect has a probability value (p-values) of 0.321 <0.05, meaning that compensation has

a significant effect on performance The effect of compensation on motivation has a path coefficient of 0.632. This effect has a probability value (p-values) of 0.000 <0.05, meaning that compensation has a significant effect on motivation on having a path coefficient of 0.639. This effect has a probability value (p-values) of 0.000 <0.05, meaning that competence has a significant effect on employee performance. The effect of competence on motivation has a path coefficient of 0.487. This effect has a probability value (p-values) of 0.487 <0.05 motivation on performance has a path coefficient of 0.369. This effect has a probability value (p-values) of 0.000 <0.05, meaning that motivation has a significant effect on employee performance.

Indirect Testing
Source : PLS 4.00
Based on Table 9 above, it can be stated that the hypothesis test is the effect of compensation on performance through motivation has a path coefficient of 0.233. This influence has a probability value (p-values) of 0.000 <0.05, meaning that motivation is able to mediate the effect of compensation on employee performance with a path coefficient of 0.065. This influence has a probability value (p-values) of 0.218 <0.05.

DISCUSSION

The Influence of Job Satisfaction on Performance
From the results of the analysis of the hypothesis testing of the effect of compensation on performance, it has a path coefficient of 0.745. This influence has a probability value (p-values) of 0745 <0.05, meaning that competence has a significant effect on the performance of health workers. This shows that competence can improve employee performance at the Karanganyar and Kajen District Health Centers where the results of this study are in line with the results of previous studies conducted by (Santoso & Widyanto, 2019), (Pratiwi et al., 2020), (Wirawan & Sudarmanto, 2021), (Dewi & Setiawan, 2022), (Kurniawan & Hartanto, 2023) proving that Competence has a significant effect on employee performance.

The Influence of Employee Performance on Performance
From the results of the analysis of the hypothesis testing of employee performance on the performance of health workers, it has a path coefficient of 0.854. This influence has a probability value (p-value) of 0.854>0.05, meaning that compensation does not have a significant effect on employee performance. This shows that the higher the compensation, the less effect it has on performance. The results of this study contradict previous research conducted by Sitopu, Sitinjak, and Marpaung (2021). Variables are measured through salary or wages, incentives, allowances and facilities.

The Influence of Work Motivation on Performance
From the results of the analysis of the hypothesis testing of the influence of competence on motivation, it has a path coefficient of 0.826. This influence has a probability value (p-value) of 0.826 <0.05, meaning that competence has a significant effect on motivation. This shows that competence can increase the motivation of health workers at the Karanganyar and Kajen District Health Centers. The results of this study are in line with the results of previous studies conducted by (Setiawan & Purnama, 2019), (Pratama & Wirawan, 2023), (Widiastuti et al., 2020), (Nugroho & Puspitasari, 2021), (Haryanto & Susanto, 2022), proving that Competence has a significant effect on work motivation.

CONCLUSION

Based on the research results and discussions that have been presented previously, a conclusion can be drawn from the research regarding "THE INFLUENCE OF WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE".

The results of the study are expected to show that work motivation has a significant influence on employee performance, both directly and through job satisfaction as an intervening variable. This study provides theoretical contributions by supporting the literature related to the relationship between work motivation, job satisfaction, and employee performance. Practically, the results of the study can be used by government agency management to formulate policies that increase employee motivation and job satisfaction in order to optimize organizational performance.

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