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The Influence of Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable

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Abstract

This study aims to examine the effect of work motivation on employee job satisfaction at the Gowa Regency Trade and Industry Office. Human resources are the main factor in determining the success of an organization, so work motivation is an important aspect to improve employee performance. This study uses a quantitative approach with data collection techniques through questionnaires to the entire population of 36 people, consisting of 29 Civil Servants and 7 honorary workers. The analysis technique used is path analysis with the help of the SPSS 23 program. The results show that work motivation has a positive and significant effect on employee job satisfaction with a p-value of 0.000 < 0.05. The highest indicator of work motivation is work performance, followed by work facilities, recognition from superiors, remuneration, and working conditions. This finding strengthens the results of previous studies that state that work motivation can increase employee job satisfaction. Facts in the field show that there are efforts to provide motivation by leaders through challenging tasks, direction, and appreciation for employee performance. Thus, the higher the work motivation given to employees, the higher their level of job satisfaction. These results form an important basis for efforts to improve the quality of human resources in government environments.

Introduction

Human resources are a vital asset and serve as the primary driving force in the implementation of all agency activities. Therefore, they must be managed effectively through Human Resource Management (HRM). Given the crucial role of HR in determining an agency's success, organizations must be able to meet employee needs and desires through motivation, leading to high performance. Leaders have a responsibility to assist and influence the behavior of their subordinates so they can carry out their tasks effectively and efficiently (Cai, 2023; Susanto et al., 2023; Haq & Roesminingsih, 2024; Pisriwati et al., 2024).

Performance is the result of an employee's work, a management process within an organization as a whole, and these results must be demonstrated concretely or measurably (Sedarmayanti, 2013; Meridiana & Veri, 2025; Wahyudi et al., 2026). Employee performance is crucial in a company's efforts to achieve its goals. Performance is a concrete work result that can be observed and measured over a specific period of time (Alzen, 2021; Latham, 2023; Perkasa et al., 2023; Sanosra et al., 2022; Azmy, 2022). An organization must treat employees humanely, namely by providing work that can enhance their dignity and worth, providing necessary facilities, meeting expectations, providing motivation, providing opportunities for growth and development, and providing health and safety guarantees. Performance within an organization is the answer to the success or failure of the organization's predetermined goals.

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Job satisfaction is a factor that directly impacts employee performance. An employee who is satisfied with what is obtained from the company will give more than what is expected and will continue to try to improve their performance, while employees who have low job satisfaction tend to be more passive in their work, so employees work forcefully and carelessly. Research results Berliana et al. (2018); Buntaran et al. (2019); Atmojo (2012); Dziuba et al. (2020) stated that job satisfaction influences employee performance. Furthermore, job satisfaction has been shown to mediate employee performance variables, supported by research conducted by (Riyanto et al., 2021; Agustina et al., 2024; Setia et al., 2022) that found job satisfaction has a positive effect in mediating work motivation on employee performance.

Motivation is the basic drive that drives a person or the desire to devote all their energy because of a goal. Therefore, to achieve the company's expected performance, employee motivation is needed. With motivation and performance appraisal, organizational goals can be achieved, as well as personal goals. Providing motivation to someone is a chain that starts from needs, generates desires, leads to actions, and results in decisions (Hayati & Saputra, 2023; Ahmad, 2021; Locke & Baum, 2014). Research by Hajiali et al. (2022) and Prabowo et al. (2018) indicates that work motivation has a positive and significant effect on employee performance through job satisfaction. If an employee is satisfied with their job, they enjoy and are motivated to carry out their work, resulting in high performance. Meanwhile, research by Helmi (2010) and Nathalis (2011) showed that work motivation had no significant effect on job satisfaction.

The Gowa Regency Trade and Industry Office is tasked with assisting the governor in carrying out government affairs in the fields of Industry and Trade, as well as assisting the provincial government. To achieve good performance, work motivation and strong organizational support are required within the Gowa Regency Trade and Industry Office.

Methods

This study uses quantitative research to obtain valid analytical data. Quantitative research is a research method that uses numerical data and statistical analysis. Quantitative research is a research method based on the philosophy of positivism (viewing reality/symptoms/phenomena as classifiable, relatively fixed, concrete, observable, measurable, and causal relationships). The purpose of using this method is to conduct research on a specific population or sample by collecting data using research instruments (Sugiyono, 2019; Slater & Hasson, 2025). This type of research is used to test the problem formulation in this study, namely to test the effect of work motivation and organizational support on employee performance with job satisfaction as an intervening variable. This research will be conducted at the Gowa Regency Trade and Industry Office. With a planning time of approximately 2 months. According to Sugiyono (2019), a population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. A population is a source of data in a particular study that has a large and extensive number. The population in this study was 36 people consisting of 29 Civil Servants and 7 honorary employees at the Gowa Regency Trade and Industry Office. The sample is a portion of the population that has relatively similar characteristics and is considered to be able to represent the population. After the population is formulated, the next step is to determine the research sample, the sampling is intended to represent the population. The sample determination in this study used the census method or saturated sampling. Saturated sampling is a sampling technique, where all members of the population are used as samples (Sugiyono, 2019). So in this study all members of the population became samples, namely 36 people. In this study, the type of data used is quantitative data. According to Kuncoro (2021), quantitative data is data that can be measured and calculated directly, regarding information or explanations in the form of numbers or statistics. Based on the source, the data collected by the author can

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be divided into two types, namely: (1) Primary data is data obtained directly from the agency being studied, through observation and distribution of questionnaires. This data is data regarding matters related to the problem being studied; (2) Secondary data is data collected by the author from documents in the agency, from the results of library research, and from other related agencies.

Data Analysis Techniques

The data analysis technique in this study involved several stages, starting with descriptive statistical analysis. Descriptive statistics are used to analyze data by describing or depicting the collected data as it is, without the intention of drawing general conclusions or generalizations (Sugiyono, 2002). Next, instrument testing was conducted, including validity and reliability tests.

Validity testing aims to measure the validity of the instrument or questionnaire used. A questionnaire is considered valid if each statement within it accurately reflects what it is intended to measure. Validity is tested by comparing the calculated r value (correlated item total correlations) with the table r value. If the calculated r value is greater than the table r value at a significance level of 5% (0.05), the statement is considered valid. Meanwhile, a reliability test is conducted to measure the consistency of the measurement results. A questionnaire is considered reliable if respondents provide consistent answers over time. Reliability is tested using Cronbach's Alpha (α). If the α value is greater than 0.6, the instrument is considered reliable, meaning that retesting at different times and with different dimensions will produce similar results. Conversely, if the α value is <0.6, the instrument is considered less reliable.

After the instrument is declared valid and reliable, the next step is to conduct inferential statistical analysis, a statistical technique used to analyze sample data and apply the results to the population. Inferential statistics are suitable if the sample is randomly drawn from a clearly defined population (Sugiyono, 2002). This study used path analysis as the inferential statistical method. Path analysis is based on theory or previous findings to determine the direction of influence between variables, not to identify causes. This technique is used to estimate the magnitude of the causal relationship between several variables, as well as the position of each variable in the causal relationship pathway, both directly and indirectly (Rosa et al., 2011). Direct effects indicate the relationship between variables without going through other variables, while indirect effects involve intermediary variables. Direct effects are analyzed by examining the beta coefficient or standardized regression coefficient.

According to Solimun (2002), there are several basic assumptions in path analysis: (1) the relationship between variables is linear, causal, and additive; (2) only recursive models are considered, namely one-way causal flow systems; (3) endogenous variables are at least interval scale; (4) observed variables are measured without error, so the instrument must be valid and reliable; and (5) the model must be precisely specified based on relevant theories and concepts. The stages of path analysis include: (1) designing a model based on theories and concepts; (2) checking the basic assumptions of path analysis as mentioned; (3) calculating path coefficients using SPSS version 23, as this software can calculate direct and indirect effects; (4) checking the validity of the model by calculating the total coefficient of determination using a specific formula to determine the amount of information in the data that can be explained by the model, while the remainder is explained by other variables or error; and (5) interpreting the results of the analysis.

The final stage of the data analysis technique is hypothesis testing, which aims to determine and measure the pattern of relationships between variables and the level of significance of the correlation coefficient. This test is conducted using a t-test to determine the level of confidence

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in the path coefficient, namely by comparing the calculated t-value and the t-table value at a significance level of 5% (α = 0.05). If the calculated t-value > t-table, then the hypothesis is declared accepted.

Results and Discussion

Research Instrument Validity Test

Validity aims to determine the level of validity of the instruments used in research. Validity testing will determine whether the questionnaire items are truly capable of accurately revealing the problem being studied. A technique that can be used to test validity is item analysis, where each value for each question in the questionnaire is correlated with the total value of all questions for a variable, using the Product Moment formula.

Validity is tested using the Product Moment formula with a significance level of 0.05. If rxy > the table, the data is valid; if rxy < the table, the data is invalid. Validity can also be determined from the significance of the correlation results. If the correlation significance is less than 0.05, the test is a strong construct. Based on the data obtained in the research, the results of the validity test of the research instrument are as follows:

Table 1. Summary of Validity and Reliability Test Results

Variable	Item	R	sig.	Information	Reliability	Information
Work motivation	X1.1	0.789	0.000	Valid	0.835	Reliable
	X1.2	0.746	0.000	Valid		
	X1.3	0.817	0.000	Valid		
	X1.4	0.787	0.000	Valid		
	X1.5	0.747	0.000	Valid		
Organizational support	X2.1	0.887	0.000	Valid	0.874	Reliable
	X2.2	0.905	0.000	Valid		
	X2.3	0.890	0.000	Valid		
Job satisfaction	Z1.1	0.700	0.000	Valid	0.682	Reliable
	Z1.2	0.410	0.000	Valid		
	Z1.3	0.712	0.000	Valid		
	Z1.4	0.717	0.000	Valid		
	Z1.5	0.783	0.000	Valid		
Performance	Y1.1	0.803	0.000	Valid	0.886	Reliable
	Y1.2	0.885	0.000	Valid		
	Y1.3	0.804	0.000	Valid		
	Y1.4	0.810	0.000	Valid		
	Y1.5	0.762	0.000	Valid		
	Y1.6	0.743	0.000	Valid		

Source: Appendix 2: Validity and Reliability Test Results

Based on Table 1, it can be seen that the research instrument for all items and variable indicators is valid.

Reliability Test of Research Instruments

Reliability is an index that indicates the extent to which a measuring instrument is trustworthy or reliable. A measuring instrument is trustworthy and reliable if it consistently produces consistent results from unchanged measurement phenomena conducted at different times. To conduct a reliability test, the Cronbach's Alpha technique can be used. A research instrument

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is considered reliable if it has a reliability coefficient, or alpha, of 0.6 or greater. Based on the results of the research instrument reliability test, as shown in Table 1, the test results indicate that all research instruments are reliable. Thus, all research variables have a reliability coefficient/alpha greater than 0.6. When these reliability test results are associated with the reliability coefficient index criteria according to Arikunto (1998), the reliability/alpha of the research instrument is high. Therefore, the research data is valid and suitable for use in testing the research hypotheses.

Descriptive Statistical Analysis

Descriptive statistical analysis, interpreting the average value of each indicator in this research variable, is intended to provide an overview of the indicators that make up the overall research model concept. The basis for interpreting the average values used in this study refers to the score interpretation used by Schafer (2004), as illustrated in the following table:

Table 2. Basis for Interpreting Item Scores in Research Variables

No.	Score Value	Interpretation
1	1,00 - 1,79	Poor/Unimportant
2	1,80 - 2,59	Poor
3	2,60 – 3,39	Sufficient
4	3,40 – 4,19	Good/Important
5	4,20 – 5,00	Very good/Very important

Work motivation (X1)

The work motivation variable is measured using five indicators: remuneration, working conditions, work facilities, work performance, and recognition from superiors. These five indicators were developed into eight statement items. Respondents' perceptions of work motivation are shown in Table 3 below.

Table 3. Frequency/Percentage Table of Work Motivation Variable Indicators

Indicator	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X1.1.1	0	0.0	0	0.0	6	16.7	20	55.6	10	27.8	4.11
X1.1.2	0	0.0	0	0.0	2	5.6	18	50.0	16	44.4	4.39
X1.1											4.25
X1.2.1	0	0.0	0	0.0	3	8.3	21	58.3	12	33.3	4.25
X1.2.2	0	0.0	0	0.0	6	16.7	16	44.4	14	38.9	4.22
X1.2											4.24
X1.3.1	0	0.0	0	0.0	1	2.8	18	50.0	17	47.2	4.44
X1.3.2	0	0.0	0	0.0	5	13.9	16	44.4	15	41.7	4.28
X1.3											4.36
X1.4	0	0.0	0	0.0	2	5.6	18	50.0	16	44.4	4.39
X1.5	0	0.0	0	0.0	1	2.8	23	63.9	12	33.3	4.31
Mean of Motivation Variable											4.28

Table 3 shows that the perception of the work motivation variable can be interpreted as respondents giving it a sufficient value, as seen from the average value of 4.28. This means that respondents consider the work motivation provided by the Gowa Regency Trade and Industry Office to be very good or very important. The indicator with the highest average of

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the work motivation variable is the work performance indicator (X1.4) with an average value of 4.39. This indicates that the work motivation given to employees will have an impact on maximum work results, followed by the work facilities indicator (X1.3) with an average value of 4.36. This indicates that the facilities provided by the office currently speed up the work process. Furthermore, the recognition indicator from superiors (X1.5) with an average value of 4.31, this indicates that praise given by leaders is part of the motivation for employees to be more active and diligent in their work. The remuneration indicator (X1.1) with an average value of 4.25, this indicates that job promotions and the provision of gifts or rewards can increase employee work motivation to be more diligent in their work. Furthermore, the working conditions indicator (X1.2) has an average value of 4.24, this indicates that a pleasant, comfortable, safe and clean working environment will motivate employees to work comfortably and increase employee concentration at work.

Evaluation of the Fulfillment of the Normality Assumption in Data

The univariate and multivariate normality of the data used in this analysis was tested using AMOS 24.0. The results of the analysis are included in Appendix 4 on Assessment of Normality. The critical measure for testing normality is the cr.u., whose calculation is influenced by sample size and skewness.

Referring to the values in the cr.u. column in Appendix 4, if the c.u. value is greater than 2.58 or less than -2.58 (normality distribution at 1 percent alpha), there is evidence that the data distribution is not normal. Conversely, if the c.u. value is below 2.58 or greater than -2.58, the data are normally distributed. Using the above criteria, it can be concluded that all variables are normally distributed.

Evaluation of Multicollinearity and Singularity

Using AMOS 24.0 software, evaluation of multicollinearity and singularity can be detected by examining the determinant value of the sample covariance matrix. The analysis results show that the determinant value of the sample covariance matrix is 0.002. Based on this, it can be concluded that there is no multicollinearity or singularity, and therefore, this data is suitable for use.

Hypothesis Testing

Based on the empirical model proposed in this study, the hypotheses can be tested by examining the path coefficients in the structural equation model. The complete analysis results can be seen in Figure 1 below.

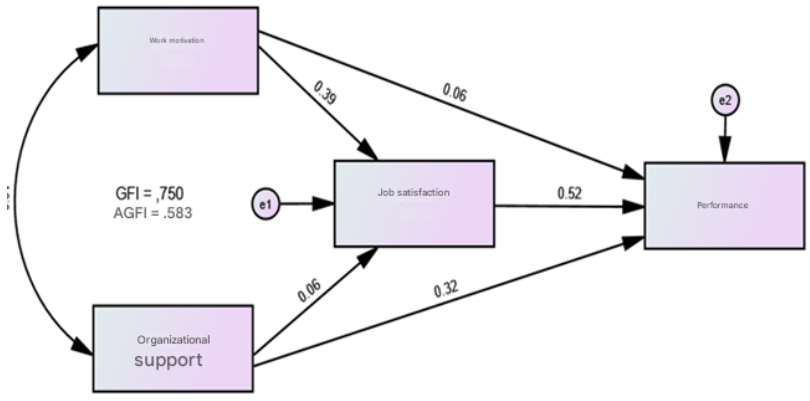

Figure 1. Measurement model of work motivation, organizational support, job satisfaction and performance

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The test results in Table 4 represent a hypothesis test based on the p-value. If the p-value is less than 0.05, the relationship between the variables is significant. The test results are presented in the following table:

Table 4. Hypothesis Testing

HIP	Independent Variables	Dependent Variable	Direct Effect			
			Standardize	SE	*p-value*	Keterangan
H1	Work motivation	Job satisfaction	0.387	0.065	<0.001	Significant
H2	Organizational support	Job satisfaction	0.057	0.061	0.407	not significant
H3	Work motivation	Performance	0.061	0.062	0.322	not significant
H4	Organizational support	Performance	0.323	0.053	<0.001	Significant
H5	Job satisfaction	Performance	0.521	0.065	<0.001	Significant

Indirect Effect					
Independent Variables	**Dependent Variable**	**Intervening Variables**	**Standardize**	**p-value**	**Information**
Work motivation	Performance	Job satisfaction	0.202	<0.001	Significant
Organizational support	Performance	Job satisfaction	0.030	0.411	not significant

Work motivation has a positive and significant effect on job satisfaction with P = 0.000 < 0.05 with a coefficient value of 0.387, this coefficient shows that the better the work motivation, the better the job satisfaction will be.

The Influence of Work Motivation on Job Satisfaction at the Trade and Industry Service of Gowa Regency

To answer the problem formulation and the first hypothesis, the path analysis results in Table 4 demonstrate that work motivation has a positive and significant effect on job satisfaction. These findings indicate that the better an employee's work motivation, the higher their job satisfaction. This finding aligns with research by Dewi et al. (2021); Nitasari & Lataruva (2012), and Garaika (2020), which found that work motivation has a positive and significant effect on job satisfaction.

Descriptive statistics show that work performance is the indicator with the highest average work motivation variable, as evidenced by its high mean value compared to other indicators. This demonstrates that employees will be satisfied with their work results if driven by high motivation to achieve a goal or improve work productivity.

Facts at the research site indicate that work motivation is provided to employees through direction, challenging assignments, and verbal recognition for employee performance. This motivation will impact optimal work results. This is supported by the path analysis results, which show that work motivation has a positive and significant effect on employee job satisfaction.

Conclusion

Work motivation has a positive and significant effect on job satisfaction, with a p-value of 0.000 < 0.05 (hypothesis accepted). This means that the better the work motivation, the better the job satisfaction.

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Suggestion

Motivational activities need to be aligned with career paths and performance-based rewards. Leaders need to develop personalized and targeted support policies based on employee needs.

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