

# Job Satisfaction's Effect on the Performance of Regional Office Employees of the East Kalimantan

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## Job Satisfaction's Effect on the Performance of Regional Office Employees of the East Kalimantan Province's Ministry of Religion with Moderating Variable Motivation

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### Abstract

The role of employees as bureaucratic apparatus is vital to achieving its goals optimally with employees who feel satisfaction and motivation to achieve organizational goals. In general, the government bureaucracy has not been effective in carrying out its duties and functions, running slowly, not proportionally and professionally. Another cause of the low performance of civil servants in Indonesia is the lengthy bureaucratic system in civil service organizations. The Regional Office of the Ministry of Religion of East Kalimantan Province, in the process of serving the community, realizes the importance of employee motivation and satisfaction, which is the basis as well as the encouragement for employee attitudes and behavior in carrying out activities and work in their respective work units. This research was conducted with the aim of obtaining empirical evidence of the effect of job satisfaction on employee performance, employee motivation on employee performance, and the effect of motivation as a moderating variable in job satisfaction and employee performance. The population of this research is a number of civil servants as many as 107 employees because the number is relatively small; the sampling method used is the saturated sampling method or census in this study using the SmartPLS analysis tool. The results of the analysis test on existing data, it was found that the effect of job satisfaction on employee performance showed a positive and significant direction, the effect of work motivation on employee performance showed a significant and positive relationship. Meanwhile, the influence of motivation which moderates job satisfaction and employee performance, is significant and shows a negative relationship.

**Keywords:** *Job Satisfaction; Motivation; Employee Performance*

### Introduction

The role of employees as bureaucratic apparatus is very vital. It is impossible for government agencies to achieve their goals optimally without employees who feel the satisfaction and motivation of employees to achieve organizational goals. The organization is a formal form of a group of people with their individual goals who work together in a certain process to achieve common goals (Mulyadi, 2018). Job satisfaction is basically an individual thing; each individual has a different level of job satisfaction according to his wishes and the value system he adheres to. Job satisfaction is a pleasant emotional state with how workers view their work (Handoko, 2016). Job satisfaction is a reflection of a person's feelings

about his work, as evidenced by employees' attitude<sup>50</sup> toward work and everything in the work environment. Along with job satisfaction, businesses must consider how to maintain<sup>25</sup> and manage employee motivation to work, ensuring that it is always high and directed toward company goals. Maintaining employee motivation is critical because motivation is the driving force that propels each individual to act and accomplish something.

By and large, the government bureaucracy has been ineffective at carrying out its duties and functions, operating slowly, inefficiently, and without professionalism. Almost half of all civil servants have been inefficient in terms of institutional, staffing, management, and supervision aspects (Nurchayani & Adnyani, 2016). Another factor contributing to civil servants' low performance in Indonesia is the lengthy bureaucratic system within civil service organizations.

The phenomenon of employee satisfaction, motivation<sup>30</sup>, and performance is one of the factors that contribute to an organization's strength and efficiency. Job satisfaction is essentially an individual thing; each individual's level<sup>19</sup> of satisfaction will vary according to his or her value system. This is because each individual is unique; the more aspects of the work that are in accordance with the individual's wishes, the greater the level of satisfaction felt.

Job satisfaction is defined by Robbins and Judge (2015) in terms of the work itself, salary, promotion, supervision, coworkers, and working conditions. The indicators developed are ability-based work, mentally challenging work, advancement opportunities, how promotions are chosen, leadership supervision, leadership supervision methods, relationship satisfaction with colleagues, relationship satisfaction with superiors, and satisfaction with the physical work environment. The organization's reward system must be properly designed and implemented in order to reinforce positive behavior, which has a direct impact on employee performance, because the reward system and organizational procedures motivate employees to work toward the organization's vision and goals, which results in increased productivity/performance (Alexander et al., 2014).

According to Robbins and Judge (2015), employee performance is determined by the interaction of ability and motivation. If one is less than the other, the performance is negative. To accurately describe and predict employee performance, intelligence and skills (collectively referred to as "ability") must be considered alongside motivation.

Performance is a view as a contribution to the organization's final results in relation to the resources spent and is measured by qualitative and quantitative indicators (Arianto, 2017).

Robbins and Judge (2015) define motivation as a process that contributes to the determination of an individual's intensity, direction, and persistence in pursuit of a goal. On a conceptual level, work motivation can be defined as one of the factors that influence employee performance. The extent to which motivation has an effect on a person's performance is determined by the degree of motivation provided. Differences in an employee's work motivation are frequently reflected in a variety of activities and even accomplishments. Robbins and Judge (2015) define motivation as a process that contributes to the determination of an individual's intensity, direction, and persistence in pursuit of a goal. On a conceptual level, work motivation can be defined as one of the factors that influence employee performance. The extent to which motivation has an effect on a person's performance is determined by the degree of motivation provided. Differences in an employee's work motivation are frequently reflected in a variety of activities and even accomplishments.

<sup>32</sup> Job satisfaction is a term that refers to an employee's emotional connection to the jobs they perform. Job satisfaction is critical in motivating and encouraging employees to improve their performance (Deng, 2020).

## Hypothesis

### Job Satisfaction with Employee Performance

Satisfaction causes performance, or performance causes satisfaction, as well as [28] satisfaction, are thoughts, feelings, and action tendencies, which are a person's attitude towards work. Job satisfaction is an emotional response to various aspects of one's work. This supports that job satisfaction has a significant and significant effect on performance, which indicates that job satisfaction and job performance have a fairly strong relationship and is also an important work attitude and must be considered by managers when they want to improve employee performance (Indrayani & Al Qamy, 2020).

Job satisfaction has a significant positive effect on employee performance. Employees who are satisfied with their work are more likely to perform at their best. On the other hand, dissatisfied employees become sluggish, resulting in decreased employee performance (Isnaini et al., 2018). The research hypothesis is as follows:

H1: There is a positive effect of job satisfaction on employee performance at the Regional Office of the Ministry of Religion of East Kalimantan Province.

### Motivation as a Moderating Variable on Employee Performance

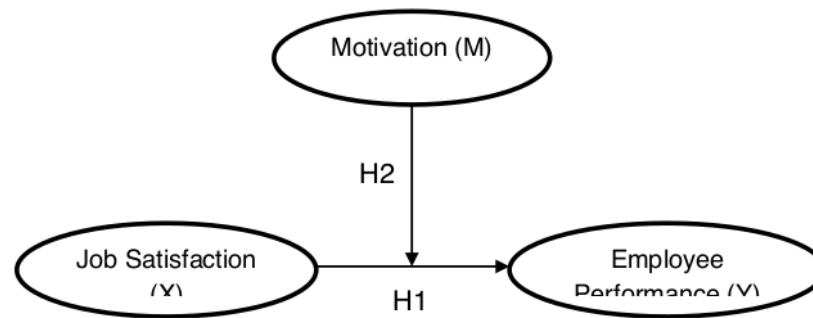
High motivation will create a commitment to those who are responsible for completing each job. Employees with a high level of motivation are also considered to have a direct relationship with job satisfaction, so that it has an impact on increasing productivity and creativity.

By far, the most frequently used technique for examining the relationship between job satisfaction and performance is to employ moderator variables. Values fulfillment will act as a moderating factor in the relationship between job satisfaction and performance. Rewards are only one type of compensation on the job, and pay and job satisfaction have a weak correlation. In terms of rewards and performance, motivation and satisfaction are diametrically opposed. This demonstrates that motivation results from future expectations, whereas satisfaction results from past events. It is critical to define motivation and satisfaction conceptually so that it is clear that motivation results in satisfaction, which results in increased performance. Thus, work motivation can act as a moderator of the relationship between job satisfaction and employee performance variables (Hong & Waheed, 2011).

The study conducted by Zeb et al. (2015) Motivation has a significant positive effect on employee performance and a significant negative effect on job stress, the researchers concluded. As a result, motivation mediates the relationship between job stress and employee performance. Employees can be motivated by providing job security, a competitive salary, and benefits package, and assistance with job duties and responsibilities. This will instill enthusiasm in them as they carry out their responsibilities, alleviate work-related stress, and improve their performance. Based on the above statement, the research hypothesis is:

H2: There is a moderating effect of motivation on job satisfaction and employee performance at the Regional Office of the Ministry of Religion of East Kalimantan Province.

### Research Framework



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Figure 1. Research Framework

### Research Methods

This is a quantitative descriptive study; the data collected from the research sample were analyzed and then interpreted using the statistical method used. Quantitative research emphasizes theory testing through the measurement of research variables using statistical procedures. This study uses a deductive approach that aims to test the hypothesis. Abdi & Hartono (2015). This study uses an explanatory research design, which aims to analyze the relationship between the independent variable (job satisfaction/X) on the dependent variable (employee performance/Y), with Motivation/M as the moderating variable.

In this study, job satisfaction was measured using indicators from among others (Robbins & Judge, 2015) Jobs that match the employee's abilities, mentally challenging jobs, opportunities to advance in careers, promotion selection, supervision provided by the leadership, supervision methods took leadership, relationship satisfaction with fellow coworkers, relationship satisfaction with superiors, satisfaction with the physical environment at work. The indicators of the amount of salary and the speed of payment of salaries cannot be used because the respondent is a civil servant whose amount of salary is received based on the rank and class of employees and the accuracy of receiving employee salaries at the beginning of the month.

There are several indicators of work motivation put forward by Robbins & Judge (2015), namely liking challenges at work, having responsibility, work performance, being able to find positions in groups, looking for opportunities to expand power, rewards, having good relationships with organizations, having same work good.

According to Robbins & Judge (2015), there are several indicators of employee performance used such as employee abilities, skills possessed by employees, quality of work results, use of time at work, achievement of targets, collaboration, cohesiveness, responsibility for work results, namely have a high attitude and awareness and show a great sense of responsibility towards his work, make decisions, that is, dare to take risks for the decisions taken, the independence of an employee.

In this study, the author uses an analytical tool called a Structural Equation Model with Partial Least Squares (SEM-PLS) approach, which is implemented using the SmartPLS software. Two stages will be used to evaluate the SEM-PLS model: the measurement model (outer model) and the structural model (inner model). In this study, the author uses an analytical tool called a Structural Equation Model with Partial Least Squares (SEM-PLS) approach, which is implemented using the SmartPLS software. The SEM-PLS model will be evaluated in two stages: the outer model (measurement model) and the inner model (structural model) (Abdillah & Hartono, 2015). In this study, the author uses an analytical tool called a Structural Equation

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The population of this study is comprised of all Civil Servants employed by the Regional Office of the Ministry of Religion in East Kalimantan Province, a total of 108 individuals. The entire population was sampled, specifically, the 107 civil servants, as the number is relatively small after removing one person, namely the Head of the Regional Office of the Ministry of Religion of East Kalimantan Province as the Leader. As a result, the saturated sampling method or census is used.

## Results

### Descriptive Analysis of Respondents

Demographic data and general information about respondents were analyzed using descriptive analysis. The study's respondents were classified according to their work units, gender, age, education, and years of service. Based on table 1, it can be seen that 60.75% of respondents are male, and only 39.25% are female respondents. Age is dominated by the age group above 41 years by 73.83%, while in terms of the latest education, 48.60% of respondents are bachelor graduates, and from the length of service, it is 52.34% with a length of work between 11-20 years.

**Table 1**  
Characteristics of Respondents by Gender

Gender	Number of Employees	Percentage
Male	65	60,75 %
Female	42	39,25 %
Total	107	100 %

Source: Results of data processing (2021)

**Table 2**  
Variable Descriptive

Indicator	Mean	Median	Standard Deviation	Excess Kurtosis	Skewness
X1	4.28	4.00	0.546	0.063	-0.475
X2	4.05	4.00	0.650	-0.045	-0.587
X3	4.31	4.00	0.650	-0.406	-0.699
X4	4.24	4.00	0.612	-0.187	-0.529
X5	4.07	4.00	0.792	-0.698	0.934
X6	3.77	4.00	0.784	-0.518	0.746
X7	4.32	4.00	0.576	-0.150	-0.607
X8	4.33	4.00	0.563	-0.090	-0.653
X9	4.30	4.00	0.586	-0.169	-0.565
M1	4.36	4.00	0.603	-0.343	-0.646
M2	4.31	4.00	0.636	-0.365	-0.662
M3	4.38	4.00	0.593	-0.363	-0.672

M4	4.07	4.00	0.654	-0.076	-0.630
M5	2.58	2.00	1.133	0.216	-0.893
M6	4.16	4.00	0.675	-0.202	-0.792
M7	4.39	4.00	0.579	-0.312	-0.729
M8	4.34	4.00	0.548	-0.015	-0.735
Y1	4.56	5.00	0.552	-0.758	-0.494
Y2	4.44	5.00	0.632	-0.681	-0.498
Y3	4.57	5.00	0.551	-0.799	-0.425
Y4	4.47	5.00	0.572	-0.488	-0.728
Y5	4.49	5.00	0.620	-0.794	-0.346
Y6	4.54	5.00	0.554	-0.677	-0.615
Y7	4.56	5.00	0.552	-0.758	-0.494
Y8	4.44	4.00	0.552	-0.268	-0.962
Y9	4.27	4.00	0.638	-0.304	-0.657
Y10	3.94	4.00	0.811	0.104	0.469

Source: Primary data that has been processed with SmartPLS 3 (2021)

Based on the table above, it can be seen that the highest average value is 4.33 obtained from the X8 indicator, namely "Relationship satisfaction with superiors." While the lowest average value is 3.77, obtained on the X6 indicator "Supervision method taken by the leadership." Based on the table above, it can be seen that the highest average value is 4.39 obtained from the M7 indicator, namely "Having a good relationship with the organization." While the lowest average value is 2.58 obtained on the M5 indicator "Looking for opportunities to expand power." Based on the table above, it can be seen that the highest average value is 4.57 obtained from two indicators, including Y3, "Quality of work." While the lowest average value is 3.94 obtained on the Y10 indicator "Independence of an employee."

## Results of the Analysis of the Measurement Model (Outer Model)

Analysis, the measurement model was used to test the construct validity and reliability of the instrument through the stages of testing convergent validity, discriminant validity, Cronbach's Alpha, and composite reliability.

### Validity Test

The validity test was carried out in two ways consisting of convergent validity and discriminant validity.

#### Convergent Validity

The loading factor value of the indicators that measure these variables indicates convergent validity testing. Convergent validity was evaluated using parameter value for loading factors and Average Variance Extracted (AVE) values. Convergent validity is present when the loading factor value is greater than 0.7, and the AVE value is greater than 0.5. The researchers in this study used a loading factor greater than 0.7. The following is the result of the indicator's correlation with its construct, indicating that the outer loading value is greater than 0.7. The value of outer loading in the model can be seen in Figure 1.

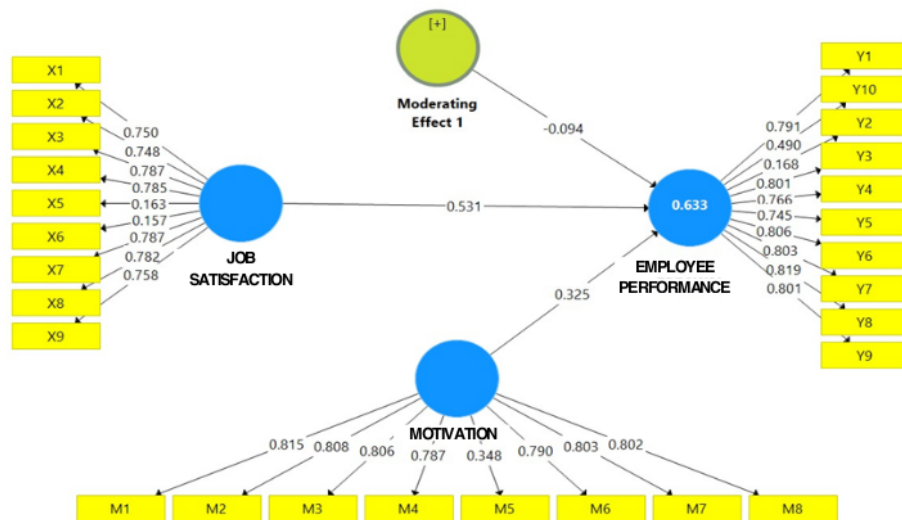


Figure 1 PLS Model

In Figure 1, several indicators of job satisfaction have a loading factor of less than 0.7, namely the X5 and X6 indicators, indicating that they should be removed from the model. As illustrated in Figure 1, the indicators on the job satisfaction variable in this study have a loading value less than 0.70, namely X5 = 0.163 and X6 = 0.157, which have a loading value less than 0.70. This demonstrates that the indicator variable, which has a loading value greater than 0.70, has a high level of validity and thus satisfies the convergent validity requirement. While variables with a loading value of less than 0.70 have a low level of validity, they should be eliminated or removed from the research model.

There is one indicator in the motivation variable that has a loading factor value less than 0.7, indicating that this indicator does not meet the standard and must be excluded from the model. As illustrated in Figure 1, the indicator on the motivation variable, this study has a loading value less than 0.70, namely M5 = 0.348, whereas the indicator on the other has a loading value greater than 0.70. This demonstrates that the indicator variable, which has a loading value greater than 0.70, has a high level of validity and thus satisfies the convergent validity requirement. Thus, one indicator variable with a loading value less than 0.70 must be eliminated or removed from the model.

There is one Y10 indicator in the employee performance variable with a loading factor of less than 0.7, indicating that both indicators should be removed from the model. As illustrated in Figure 1, the results of PLS processing indicate that all indicators on the employee performance variable in this study have a loading value greater than 0.70, with the exception of indicators Y2 = 0.168 and Y10 = 0.490, which have a loading value less than 0.70. This demonstrates that the variable indicator with a loading value greater than 0.70 has a high level of validity, implying that it satisfies the convergent validity requirement. While variables with a loading value of less than 0.70 have a low level of validity, they should be eliminated or removed from the model.

### Convergent Validity After Elimination

After calculating the SEM PLS model, the indicators that do not meet the requirements for the loading factor value, as shown in Table 2, are as follows.



**Table 2**  
Eliminated Loading Factor Value

Variable	Indicator	Loading Factor Value
Job Satisfaction (X)	X5	0,163
	X6	0,157
Employee Performance (Y)	Y2	0,490
	Y10	0,168
Motivation (M)	M5	0,348

Source: Primary data that has been processed with SmartPLS 3 (2021)

The following is a screenshot of the PLS-SEM model's calculation results after indicators that do not meet the requirements for the loading factor value are removed; as seen in the model image, the factor loading value of the indicators in each variable is greater than 0.7. Thus, the Discriminant Validity test is conducted.

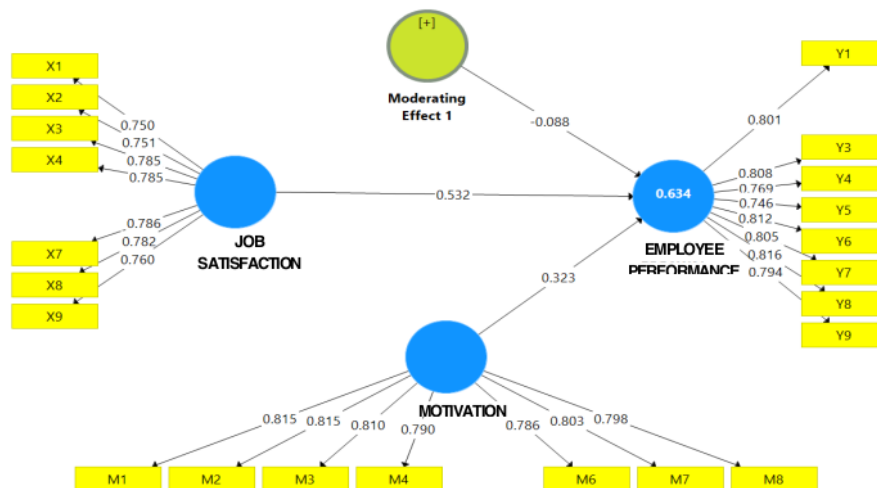


Figure 2 PLS model after elimination

In addition, the convergent validity test is seen from the AVE value. The variables in this study already have an AVE value > 0.5. The AVE value in the model can be seen in Table 3 below.

**Table 3**  
Average Variance Extracted Results

Construct	Average Variance Extracted (AVE)
Job satisfaction	0,595
Employee performance	0,631
Motivation	0,644
Moderating Effect	1,000

Source: Primary data that has been processed with SmartPLS 3 (2021)

Thus, all of the question indicators used in this research data have met the requirements of convergent validity based on the outer loading and AVE values.

### Discriminant Validity

Cross-loading values are used to determine discriminant validity. Discriminant validity is achieved when an indicator's cross-loading value on a variable is the greatest when compared to other variables. The model's cross-loading value is shown in Table 4.

**Table 4**  
Cross Loading Value

Construct	Job satisfaction	Employee performance	Motivation	Moderating Effect
Job satisfaction * Motivation	-0.017	0.109	0.038	<b>1.000</b>
M1	0.615	0.588	<b>0.815</b>	-0.022
M2	0.614	0.589	<b>0.815</b>	0.033
M3	0.574	0.603	<b>0.810</b>	-0.067
M4	0.567	0.663	<b>0.790</b>	0.100
M6	0.556	0.609	<b>0.786</b>	0.117
M7	0.538	0.532	<b>0.803</b>	0.013
M8	0.504	0.518	<b>0.798</b>	0.045
X1	0.483	<b>0.750</b>	0.578	0.278
X2	0.612	<b>0.751</b>	0.536	0.216
X3	0.656	<b>0.785</b>	0.619	-0.092
X4	0.577	<b>0.785</b>	0.560	0.006
X7	0.587	<b>0.786</b>	0.594	0.062
X8	0.559	<b>0.782</b>	0.454	0.131
X9	0.596	<b>0.760</b>	0.603	0.039
Y1	<b>0.801</b>	0.566	0.561	-0.066
Y3	<b>0.808</b>	0.572	0.512	-0.009
Y4	<b>0.769</b>	0.589	0.541	-0.071
Y5	<b>0.746</b>	0.537	0.467	-0.108
Y6	<b>0.812</b>	0.647	0.568	-0.041
Y7	<b>0.805</b>	0.630	0.578	-0.068
Y8	<b>0.816</b>	0.615	0.567	0.151
Y9	<b>0.794</b>	0.648	0.682	0.075

Source: Primary data that has been processed with SmartPLS 3 (2021)

As demonstrated in Table 4, each variable in this study possesses discriminant validity, which is defined as a cross-loading value greater than 0.7.

### Reliability Test

The reliability test is used to determine the precision, consistency, and accuracy of the instrument when measuring variables. The reference value for determining the latent variable's consistency in this study is greater than 0.7. Cronbach's alpha can be used to assess the consistency of variables; if it is greater than 0.7, the latent variable is consistent. As illustrated in Table 5, all variables have a Cronbach's alpha value greater than 0.7, indicating that the latent variables in this study are precise, accurate, and consistent.

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**Table 5**  
Cronbach's Alpha value

Construct	Cronbach's Alpha
Job satisfaction	0,887
Employee performance	0,916
Motivation	0,908
<i>Moderating Effect</i>	1,000

Source: Primary data that has been processed with SmartPLS 3 (2021)

Additional<sup>68</sup> the reliability test is visible in the Composite Reliability value, which is compared to a reference value greater than 0.7; a composite reliability value greater<sup>56</sup> than 0.7 indicates that the latent variable is accurate, consistent, and precise. As demonstrated in Table 6, the composite reliability value is already greater than 0.7, indicating that each latent variable's reliability test has been satisfied.

**Table 6**  
Composite Reliability Value

Construct	Composite Reliability
Job satisfaction	0,911
Employee performance	0,932
Motivation	0,927
<i>Moderating Effect</i>	1,000

Source: Primary data that has been processed with SmartPLS 3 (2021)

#### **Results of Structural Model Analysis (Inner Model)**

The inner model<sup>14</sup> is evaluated using R-Squares for the dependent variable. The R-Square coefficient can be used to determine the effect of latent independent variables on the latent dependent variable. Table 7 contains the R-Square value for this study. The inner model<sup>9</sup> is evaluated using R-Squares for the dependent variable. The R-Square coefficient can be used to determine the effect of latent independent variables on the latent dependent variable. Table 7 contains the R-Square value for this study.

**Table 7**  
R Square Value

Construct	R-Square	R-Square Adjusted
Employee performance	0,634	0,624

Source: Primary data that has been processed with SmartPLS 3 (2021)

Based on table 7, the R-Square value for the employee performance construct is 0.634, which means that this value can indicate<sup>11</sup> that performance can be explained by the Job Satisfaction construct only at 63.4%, while the remaining 36.6% is influenced by other constructs not contained in the research model used in this research.

The inner model<sup>1</sup> can also be evaluated using the t-test with a significance level of 0.05 (t-statistic > t-table). The t-test is used for hypothesis testing, which is carried out through bootstrapping procedures in the SmartPLS program. The significance level used was 95% ( $\alpha=0.05$ ) with a t-table of<sup>83</sup> 1.96. If the t-statistic value is less than 1.96, then the hypothesis is rejected. In table 5.17 can be seen the results of the path coefficient and t-statistics on the inner model.

**Table 8**  
Value of T-statistical Analysis Results

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P-values	Description
JS -> EP	0,532	0,536	0,116	4,598	0,000	Significant
MO -> EP	0,323	0,327	0,105	3,070	0,002	Significant
Moderating Effect -> KP	-0,088	-0,093	0,056	1,584	0,114	Not significant

Source: Primary Data processed with Smart-PLS 3 (2021)

Based on table 8 above, the results of hypothesis testing are as follows:

a. Testing Hypothesis 1 (Job Satisfaction on Employee Performance)

Job satisfaction has a statistically significant effect on employee performance, as indicated by the t-statistic of (4,598 > 33,96). The original sample estimate value is positive, 0.532, with a p-value of 0.00005, indicating that job satisfaction has a positive and significant effect on employee performance. Thus, the H1 hypothesis, which states that "job satisfaction has a positive effect on employee performance at the Regional Office of the Ministry of Religion in East Kalimantan Province," is accepted in this study.

b. Testing Hypothesis 2 (Moderating Effect on Employee Performance)

The moderating effect on employee performance is significant, with a t-statistic of (1.584 > 1,9). The original sample estimate value is negative, -0.088, with a p-value of 0.114 > 0.050, indicating that motivation has a negative and insignificant effect on employee performance. Thus, hypothesis H2 of the study is rejected, which states that "motivation has a moderating effect on job satisfaction and employee performance at the Regional Office of the Ministry of Religion in East Kalimantan Province."

Job satisfaction has an effect on employee performance (0.532) and work motivation (0.532) based on the original sample estimate value (0.323). Additionally, of the two variables that have a direct effect on employee performance, job satisfaction, and work motivation, job satisfaction is the most influential because it has a higher original sample estimate value of 0.532 than the other variables. The following are the output results in the form of images, as well as the t-test values in Smart-PLS:

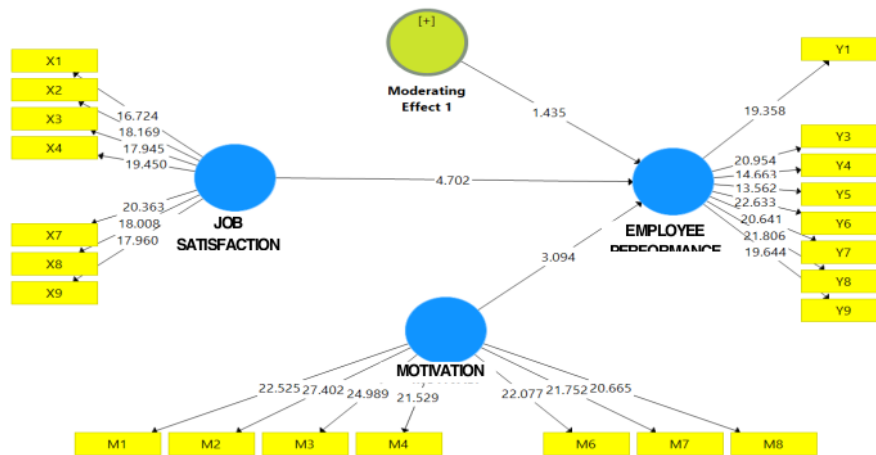


Figure 3 t-test value of Bootstrapping Output Results

## Discussion of Research Results

### a. The Effect of Job Satisfaction on Employee Performance

The study's findings indicate that job satisfaction has a statistically significant effect on employee performance, implying a positive and statistically significant relationship between job satisfaction and employee performance.

Based on the results of the analysis, it can be concluded that the average respondent's assessment of the job satisfaction variable is 4.18 and is included in the high category. The highest rating is found in the relationship satisfaction indicator with superiors (X8) with the statement "You are happy with a superior who can motivate subordinate employees well," with an average of 4.33. However, after processing the data through PLS, there are several indicators, namely X5 and X6, which have a loading factor value below 0.70 and have a low level of validity, so that these variable indicators need to be eliminated or removed from the model.

According to these findings, every employee is content with a superior who is capable of motivating employees within the Regional Office of the Ministry of Religion of East Kalimantan Province, ensuring that employees are motivated in all aspects of their jobs. Thus, it can be concluded that job satisfaction has a positive and significant effect on employee performance at the Regional Office of the Ministry of Religion in East Kalimantan Province, and the hypothesis is accepted. As a result, the first hypothesis, "There is a positive relationship between job satisfaction and employee performance at the Regional Office of the Ministry of Religion in East Kalimantan Province," has been established as true, and the hypothesis is accepted.

This is consistent with the findings of bin Shmailan (2016) and Noermijati & Primasari (2016). (2015). Additionally, Carvalho et al. (2020). Together with Sari & Susilo (2015) and Nur et al. (2019), this study empirically demonstrates that job satisfaction has a positive and significant effect on employee performance, implying that an increase in job satisfaction results in an increase in performance.

Job satisfaction has a positive effect on employee performance, which is primarily driven by indicators of superior relationship satisfaction, which can boost employee performance.

### b. Moderation Effect of Motivation on Job Satisfaction and Employee Performance

As summarized in Table 8, the study's findings indicate that work motivation has no effect on employee performance, implying that the relationship between work motivation and employee performance is negative and insignificant. While the motivation variable has a significant effect on employee performance, the hypothesis test results indicate that the relationship between work motivation and employee performance is positive and significant. From highest to lowest, the indicators affecting job motivation and performance have a positive correlation with the organization and job performance.

Based on the results of the p-value test analysis, it can be classified as a moderating predictor variable (Predictor Moderation Variable), which is a moderating variable that acts solely as an independent variable in the relationship model that is formed.

Thus, work motivation has no effect on job satisfaction or employee performance. This finding indicates that work motivation is not a moderating factor in the relationship between job satisfaction and employee performance. Motivation does not act as a moderator for all exogenous variables; rather, only a portion of motivation acts as a moderator for satisfaction (Damaris et al., 2019).

Different research results were carried out by Gabagambi et al. (2018). This study assesses how intrinsic motivation can moderate performance, focusing on social and economic factors. This finding shows that employees who have intrinsic motivation (job security, achievement) will improve their work performance in their work area, where performance will be influenced more by employee intrinsic motivation than socio-economic factors in their work area.

This is in contrast to the findings of Khan et al. (2017) and Prabowo & Lestari (2013), who discovered that job satisfaction has a significant positive effect on employee performance. Work satisfaction, on the other hand, has a significant positive effect on both individual and concurrent employee performance, which is moderated by work motivation.

These findings corroborate BI et al. (2017)'s research, with the direct effect of work motivation on performance demonstrating a significant effect, indicating that the relationship between motivation and performance is positive, in the sense that increasing motivation results in improved work performance and vice versa. Performance or achievement will increase motivation because it results in feelings of fulfillment and accomplishment. This is consistent with the findings of Prabowo & Lestari (2013), who found that job satisfaction has a significant positive effect on employee performance.

However, it contradicts the theory and corroborates the findings of Ghufroni et al. (2019) and Hasmalawati (2018), who found that work motivation has no effect on performance. This is consistent with the findings of Dhermawan et al. (2012), who concluded that motivation has no discernible effect.

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