

The Role of Job Satisfaction on Human Resource Performance at the Bank Indonesia Cirebon Representative Office

Dadang Darmawan

Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: ddturtlezone815@gmail.com

Abstract. *Employee performance is a key factor in determining the success of an organization. The Bank Indonesia Cirebon Representative Office faces a problem of declining employee motivation, reflected in absenteeism and declining employee performance. Employees with high work motivation tend to perform better because they are more enthusiastic and committed to carrying out their duties. This research is a quantitative explanatory study using a quantitative approach. The study population was 188 employees of the Bank Indonesia Cirebon Representative Office in 2025. The sample size was 140 employees of the Bank Indonesia Cirebon Representative Office. Data collection used a questionnaire via Google Forms distributed online via WhatsApp. Data analysis used the SEM-PLS method with SmartPLS (Partial Least Square) software. Research results: 1) Work motivation has a positive and significant effect on HR performance, meaning that the higher the motivation, the higher the HR performance. 2) Work motivation has a positive and significant effect on job satisfaction, meaning that the higher the motivation, the higher the employee satisfaction. 3) Job satisfaction has a positive and significant effect on HR performance, meaning that the higher the job satisfaction, the higher the employee performance. 4) Job satisfaction plays a role in mediating the relationship between work motivation and HR performance, meaning that the higher the employee's work motivation, the higher their job satisfaction, which will ultimately improve their performance.*

Keywords: *Improve; Representative; Satisfaction; Ultimately.*

1. Introduction

Employee performance is a key factor in determining the success of an organization. Bank Indonesia, as a financial institution with a strategic role in the national economy, relies heavily on the optimal performance of its employees. Therefore, understanding the factors influencing employee performance at Bank Indonesia is crucial. Bank Indonesia faces challenges in improving employee performance, which is influenced by various factors, including work motivation and job satisfaction.

Research conducted by Nurul Annisa Amin, Samsinar, and Indra KUSDARIANTO (2023) states that there is a positive and significant influence between work motivation and employee

performance. Work motivation can be defined as an internal drive that drives individuals to achieve specific goals in their work. Employees with high work motivation tend to show better performance because they are more enthusiastic and committed in carrying out their tasks (Wiharja & Satwika, 2024). However, the relationship between work motivation and employee performance is not positive and significant (Syaibani, 2021; Seran, Ariyani & Heriani, 2023). Job satisfaction, which is an employee's positive or negative feelings towards their work, can act as a mediating variable in this relationship. Job satisfaction can increase work motivation and, in turn, improve employee performance (Sanjaya, 2018). Employees who are satisfied with their jobs tend to be more motivated and productive, resulting in better performance (Lusri et al., 2017).

This study aims to examine the influence of work motivation on employee performance, with job satisfaction as a mediating variable, among Bank Indonesia employees. By understanding this relationship, it is hoped that effective strategies can be found to improve employee performance through increased motivation and job satisfaction.

Bank Indonesia which is a BankcentralRepublic of Indonesia.The central bank is recorded as having 46 domestic representative offices (KPwDN) including the Bank Indonesia Cirebon Representative Office..Bank Indonesia Cirebon Representative Office, located at Jl. Yos Sudarso No. 5-7 Lemahwungkuk, Cirebon City.Bank Indonesia Cirebon Representative OfficeThis bank has a working area covering four districts: Cirebon Regency, Kuningan Regency, Majalengka Regency, Indramayu Regency, and Cirebon City. Central banks such as Bank IndonesiaBank Indonesia Cirebon Representative OfficeThis definitely wants to get effective and efficient results from resources.Whichowned by state institutions, namely central bank employees. Central bank employees themselves are required or required to work optimally according to their assigned tasks for the advancement of the community in their work area. However, the gap phenomenon that researchers found inBank Indonesia Cirebon Representative Officeis a decline in employee performance.

Table Employee Performance Bank Indonesia Cirebon Representative Office

Criteria	Number of Employees	Key Performance Indicator		
		2022	2023	2024
Special	188	37	34	33
Very good	188	41	36	34
Good	188	70	75	72
Pretty good	188	40	41	44
Not good	188	0	2	5

Based on the data in the table above, it shows that employee performance inBank Indonesia Cirebon Representative Officestill not optimal, as can be seen from the number of employees whoreachThe KPIs for exceptional and excellent performance decreased, while the performance of employees meeting the good criteria fluctuated, with 70 employees in 2022, an increase to 75 in 2023, and a decrease to 72 in 2024. Meanwhile, the performance of employees meeting the fair and poor criteria increased.

As the largest central bank in Indonesia, Bank Indonesia Cirebon Representative Office continue to strive to provide the best service to the community. However, in reality Bank Indonesia Cirebon Representative Office also cannot be separated from existing problems such as other companies or institutions, where the problem is the degradation of employee work motivation which can be reflected in employee absence.

Table Employee Attendance Data Bank Indonesia Cirebon Representative Office 2024

Month	Number of Employees	Roll call	Percentage
January	188	10	5.3%
February	188	8	4.3%
March	188	11	5.8%
April	188	9	4.8%
May	188	6	3.2%
June	188	10	5.3%
July	188	12	6.4%
August	188	9	4.8%
September	188	11	5.8%
October	188	12	6.4%
November	188	13	6.9%
December	188	14	7.4%

Source: Bank Indonesia Internal Management Unit, 2025

The table above explains that in the months between September and December there was an increase in employee absences. Bank Indonesia Cirebon Representative Office December was the month with the highest absenteeism rate in 2024, reaching 7.4%. This data indicates a decline in employee work motivation. Bank Indonesia Cirebon Representative Office.

2. Research Methods

This study employed a quantitative method. The approach employed was explanatory research. Explanatory research is a study that explains the relationship between research variables and tests previously formulated hypotheses (Singarimbun & Effendi, 2018). The purpose of explanatory research is to test hypotheses between variables. These hypotheses describe the relationship between two variables to determine whether one variable is associated with another variable (Sani & Vivin, 2018). In line with this theory, this study aims to determine the effect of work motivation on performance, mediated by employee job satisfaction. Bank Indonesia Cirebon Representative Office.

3. Results and Discussion

3.1. Respondent Overview

The subjects of this study were employees Cirebon Bank Indonesia Representative Office. Data collection using a questionnaire via Google Form distributed online via WhatsApp from October 25 to November 20, 2025, resulted in 140 respondents with the following characteristics:

Table Respondent Characteristics

Characteristics	Information	Frequency	Percentage
Gender	Man	99	70.7%
	Woman	41	29.3%
	Total	140	100%
Age	25 – 35 years old	41	29.3%
	36 – 45 years old	64	45.7%
	>45 years	35	25.0%
	Total	140	100%
Education	Diploma	17	12.1%
	S1	82	58.6%
	S2	41	29.3%
	Total	140	100%
Years of service	5 – 10 years	33	23.6%
	11 – 15 years	26	18.6%
	16 – 20 years	41	29.3%
	>20 years	40	28.6%
	Total	140	100%

Based on the gender characteristics of 140 employees Cirebon Bank Indonesia Representative Office It is known that 70.7% are male, this shows that placing men as the primary breadwinners, encouraging them to work in various sectors, including banking. Age characteristics show that 45.7%employeeKPwBI Cirebon is 36 – 45 years old. Employees in this age range generally have extensive work experience and in-depth expertise in their fields, which helps them solve problems effectively. Educational characteristics show that 58.6%employeeKPwBI Cirebon is a S1. Employee with a bachelor's degree, they will tend to have formal credibility, good critical and analytical thinking skills, and skills *soft skills* such as honed communication and problem-solving. The characteristics of the length of service show that as many as 29.3%employeeKPwBI Cirebon with a working period of 16 – 20 years. Employees with 16 – 20 years of service have a deep understanding of the situation, culture, and intricacies of the institution, in addition to that, employees with 16-20 years of service have the ability to navigate and solve problems, especially recurring ones.

Evaluation of the outer model is used to examine the relationship between latent variables and their indicators or manifest variables (measurement model). The following is a schematic of the PLS program model being tested:

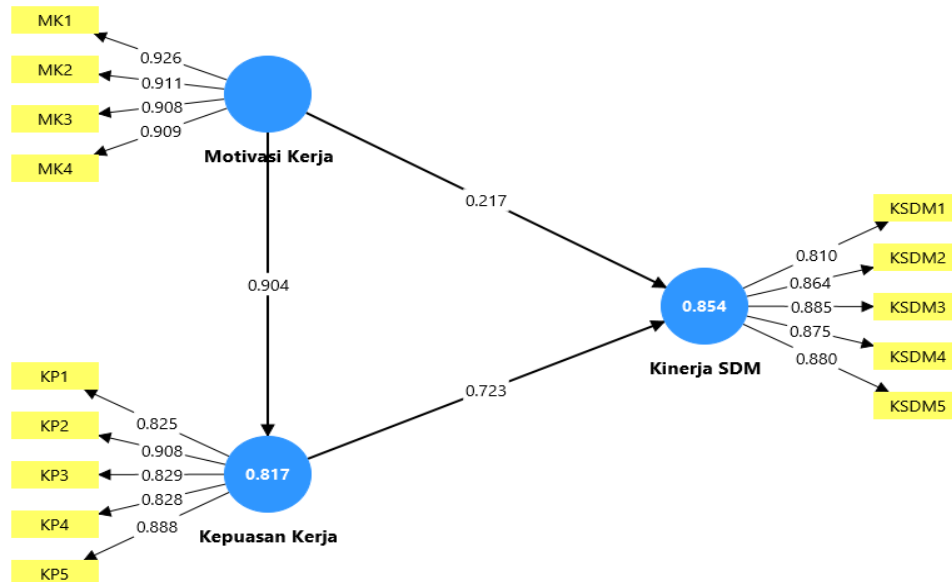


Figure Measurement Model (Outer Model)

Outer model testing is used to describe the relationship between latent variables and their indicators. To ensure the accuracy of this model, we need to conduct two types of testing: validity and reliability.

Table Average Variance Extracted (AVE)

No	Variables	AVE	Information
1	Job satisfaction	0.733	Valid
2	HR Performance	0.746	Valid
3	Work motivation	0.835	Valid

From Table all constructs (compensation, work discipline, loyalty, and employee performance) have AVE values above the 0.5 threshold. This is a positive indication that the measurement model has good convergent validity.

1) Reliability Test

Reliability testing in PLS uses Composite Reliability (CR) and Cronbach Alpha (CA). Composite reliability aims to measure the internal consistency of a construct's indicators. A CR value > 0.7 indicates that the construct's indicators have high internal consistency, meaning they consistently measure the same construct. Cronbach Alpha also aims to measure internal consistency reliability. A CA value > 0.9 indicates very high reliability, indicating very good internal consistency. A CA value between 0.8-0.9 indicates high reliability. A CA value between 0.7-0.8 indicates acceptable reliability, generally considered the minimum acceptable limit in research. The following are the results of the reliability test in this study:

Table Composite Reliability and Cronbach Alpha

Variables	Composite Reliability	Cronbach Alpha	Information
Job satisfaction	0.911	0.909	Reliable
HR Performance	0.916	0.914	Reliable
Work motivation	0.935	0.934	Reliable

The results of the reliability analysis indicate that this research model has excellent internal consistency. This can be seen from the Composite Reliability (CR) and Cronbach Alpha (CA) values. All latent variables in the model have CR values > 0.7, indicating that each construct has high reliability. In other words, the indicators used to measure each variable consistently represent the intended construct. The CA values for job satisfaction (0.909), HR performance (0.914), and work motivation (0.934) show high reliability with CA values > 0.9, meaning the indicators for these variables are very consistent in measuring the construct.

After conducting a model evaluation and finding that each construct met the validity (convergent and discriminant validity) and reliability (Composite Reliability and Cronbach's Alpha) requirements, the next step was to evaluate the structural model. The structural model for this study can be seen in the following figure:

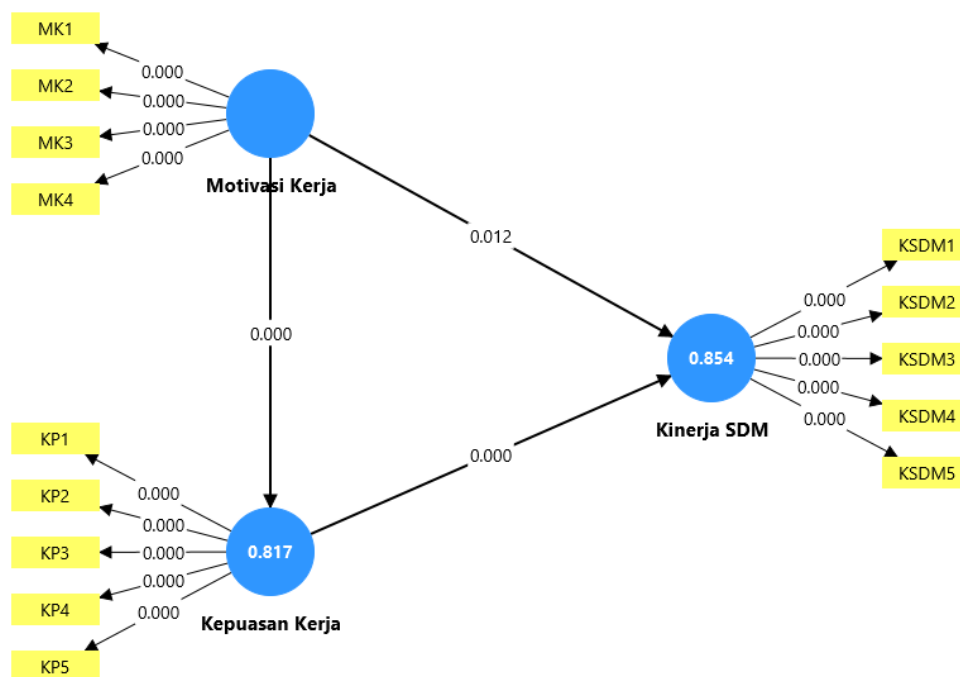


Figure Full Structural Model Partial Least Squares (Inner Model)

The structural model in PLS is evaluated by testing the goodness of fit of the model, R^2 and F^2 , with the results being described as follows:

1) Model Fit Test

In this study, the evaluation of model fit used SRMR, d_ULS, d_G, Chi square and NFI, with the following results:

Table Results of the Goodness of Fit Model Test

No	Structural Model	Cut-Off Value	Estimated	Information
1	SRMR	< 0.10	0.056	Fit
2	d_ULS	> 0.05	0.332	Fit
3	d_G	> 0.05	1,820	Fit
4	Chi-Square	>X2table (df = 137; X2table = 110.9563)	465,706	Fit
5	NFI	Approaching 1	0.733	Fit

The analysis results show that the tested model exhibits an acceptable fit. This result indicates that the model has a good level of fit with the data, meaning the proposed model accurately represents the relationships between variables in the data.

2) R-square

The structural model is evaluated using R-square for the dependent construct. The R² value can be used to assess the influence of certain endogenous variables and whether exogenous variables have a substantive influence.

Table R-Square Value

No	Variables	R-Squares	R-Squares Adjusted
1	Job satisfaction	0.817	0.816
2	HR Performance	0.854	0.851

Based on table the R-square value for job satisfaction is 0.817; this means that 81.7% of the variation or change in job satisfaction is influenced by work motivation, while the remaining 18.3% is influenced by other variables not studied. The adjusted R-square value for HR performance is 0.851; this means that 85.1% of the variation or change in HR performance is influenced by work motivation and job satisfaction, while the remaining 14.9% is influenced by other variables not studied.

3) F-square

The F² value criteria consist of three classifications: 0.02 (small/poor); 0.15 (moderate/sufficient); and 0.35 (large/good) (Setiaman, 2023). The following are the results of the F-square test in this study:

Table F-Square Values

Variable Relationship	f-Squares	Substantive influence
Job Satisfaction -> HR Performance	0.653	Big
Work Motivation -> Job Satisfaction	4,478	Big
Work Motivation -> HR Performance	0.059	Small

Based on the table above, it can be seen that the work motivation variable has a large substantive influence on job satisfaction (4.478) and job satisfaction on HR performance (0.653). Meanwhile, the work motivation variable has a small substantive influence on HR performance (0.059).

4) Direct Influence

Path The coefficient in PLS-SEM is used to measure the strength and direction of interrelationships constructs (latent variables) in the structural model. The path coefficient is evaluated based on the p-value and T-statistic resulting from bootstrapping. If the p-value is less than or equal to 0.05 and the T-statistic is greater than 1.96, the direct effect is considered statistically significant.

Table Direct Influence (Path Coefficient)

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values
Work Motivation -> HR Performance	0.217	0.218	0.096	2,261	0.012
Work Motivation -> Job Satisfaction	0.904	0.903	0.026	35,303	0.000
Job Satisfaction -> HR Performance	0.723	0.722	0.090	8,074	0.000

Based on the data presented in table above, it can be seen that of the three hypotheses proposed in this study, as follows:

a. The Influence of Work Motivation on HR Performance

Based on the path coefficient results, it is known that the P-Values that form the influence of work motivation on HR performance are $0.012 < 0.05$ and the T-Statistics value $(2.261) > 1.96$. Meanwhile, the original sample has a value of 0.217 (positive). This indicates that work motivation has a positive and significant effect on HR performance. These results support the first hypothesis, which means H1 is accepted.

b. The Influence of Work Motivation on Job Satisfaction

Based on the path coefficient results, it is known that the P-values that determine the influence of work motivation on job satisfaction are $0.000 < 0.05$ and the T-Statistics value $(35.303) > 1.96$. Meanwhile, the original sample has a value of 0.904 (positive). This indicates that work motivation has a positive and significant effect on job satisfaction. These results support the second hypothesis, meaning H2 is accepted.

c. The Influence of Job Satisfaction on HR Performance

Based on the path coefficient results, it is known that the P-values that determine the influence of job satisfaction on HR performance are $0.000 < 0.05$ and the T-Statistics value

(8.074) > 1.96. Meanwhile, the original sample has a value of 0.723 (positive). This indicates that job satisfaction has a positive and significant effect on HR performance. These results support the third hypothesis, which means H3 is accepted.

5) Indirect Effect (Effect of Mediating Variable)

Specific indirect effect In PLS-SEM, it is used to test the relationship between independent and dependent variables mediated by other variables. In other words, the indirect effect measures the extent to which the independent variable influences the dependent variable through the mediator variable. The indirect effect is evaluated based on the p-value and T-statistic generated from bootstrapping. If the p-value is less than or equal to 0.05 and the T-statistic is greater than 1.96, then the indirect effect is considered statistically significant..

Table Specific Indirect Effects

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values
Work Motivation -> Job Satisfaction -> HR Performance	0.654	0.652	0.081	8,023	0.000

Based on the data presented in table it can be seen that the P-Values specific indirect effect value is $0.000 < 0.05$ and the T-Statistics value (8.023) > 1.96 with the original sample value of 0.654 (positive), this means job satisfaction can strengthen the positive influence of work motivation on HR performance. These results indicate that job satisfaction plays a role in mediating the relationship between work motivation and HR performance.

Table Direct Effect, Indirect Effect and Total Effect

Work motivation	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
Direct Effect	0.217	0.218	0.096	2,261	0.012
Indirect Effect	0.654	0.652	0.081	8,023	0.000
Total Effect	0.871	0.870	0.034	25,483	0.000

Based on the data presented in Table above, it can be seen that the direct effect of work motivation on HR performance is 0.217. Meanwhile, the indirect effect of work motivation on HR performance through job satisfaction is 0.654, with a total effect of 0.871. This indicates that the indirect effect is greater than the direct effect. In other words, the effect of work motivation on HR performance will be greater if it is through job satisfaction.

3.2. Discussion

1) The Influence of Work Motivation on HR Performance

The results of the study show that work motivation has a positive and significant effect on HR performance, meaning that the higher the motivation, the higher HR performance will be.

This indicates that motivated employees tend to perform better, while less motivated employees tend to experience decreased performance. Motivation helps employees be more productive and effective in carrying out their duties.

Motivation is anything that creates enthusiasm or work drive so that the strength or weakness of an employee's work motivation will determine their performance (Indy & Handoyo, 2018). Motivation within individual employees stems from fundamental needs within the company. Nguyen et al. (2020) state that several factors underlie motivation, including recognition from the company, attention from the company for good performance, and awards as a form of appreciation for good performance. Motivated employees tend to be more productive, produce more, and make greater contributions to the organization.

Motivation is crucial because it serves as a driving force for human resources to improve their performance (Devi, Septiandika & Tantri, 2023). Employees with good work motivation will carry out every task assigned to them to the best of their ability and utilize all their abilities to complete it (Ekawaty, Oktaviani, & Asri, 2023). If an agency provides appropriate motivation to employees, their work performance will automatically improve. This is as stated by Siagian (2018), who stated that with the right motivation, employees will be encouraged to do their best in carrying out his duties. High motivation can encourage employees to work harder, more effectively, and achieve better results, which ultimately contributes to improving the overall performance of the organization (Rahmawati & Suktoni, 2024).

The results of this study are in line with research conducted by Suparman, Jajang & Wahyudin (2023); Hendri (2022); Norkhalisah, Budiman & Noorrahman (2024); Septiadi, Marnisah & Handayani (2020) which states that Motivation has a significant influence on HR performance. This can be interpreted as Human resource performance will improve if there is motivation, and vice versa. If employees are not motivated, it will result in poor performance. With work motivation, it is easier to see the good performance that is expected in this institution.

The results of this study can be concluded that motivation is a crucial factor in improving human resource performance in a company or institution. If motivation is continuously encouraged to improve, employees will naturally be able to work according to their duties. Conversely, if motivation is unstable, lazy, undisciplined, or lacks work enthusiasm, it will impact human resource performance. Therefore, companies or institutions need to continuously improve employee motivation to boost productivity and performance across all components.

2) Influence Motivation Work on Job Satisfaction

The research results show that work motivation has a positive and significant effect on job satisfaction, meaning that higher motivation leads to higher employee satisfaction. This is because high motivation encourages employees to work with greater enthusiasm, responsibility, and productivity, ultimately leading to greater job satisfaction.

According to Mangkunegara (2019:117), job satisfaction is a feeling that supports employees and is related to their work or working conditions. Yaningsih & Triwahyuni (2022) explain that job satisfaction is a pleasant and loving attitude towards work that can be reflected through work messages, obedience, and work results. Job satisfaction is related to the emotional state of workers, where the occurrence or absence of a certain point between everything in the form of services provided by workers and the level of satisfaction given by the company to its employees greatly influences the level of satisfaction that impacts the attitude shown by employees towards their workers (Sutrisno, Herdiyanti & Asir, 2022).

Employee job satisfaction is driven by their work motivation, which is a hope for them. This accurate relationship is illustrated by work motivation resulting in high job satisfaction. This high job satisfaction will arise if the employee's desires and needs are met in the process of completing their work, thus achieving work motivation (Harahap & Khair, 2019). High motivation and high job satisfaction are ideal conditions desired by both employees and the organization. Motivation is a crucial factor in determining how employees deal with work situations. By having motivation, employees are encouraged to perform their work to the best of their ability.

Work motivation is essential for achieving employee job satisfaction. If employees are not satisfied with their work, their motivation will decrease, absenteeism and tardiness will increase, and it will be difficult to collaborate with them. This indicates that job satisfaction plays a crucial role in determining the operational continuity of an agency. Optimal employee performance is inseparable from their job satisfaction. Poor employee performance will impact each employee's job satisfaction (Putra & Pasaribu, 2023).

Work motivation is a concept that describes the forces within an employee that guide their behavior (Gibson, 2017: 94). Therefore, it can be said that high work motivation will lead to positive behavior in the employee, and vice versa. This behavior encourages actions that impact an employee's daily activities. According to Rivai (2020: 455-456), work motivation is a series of attitudes and values that influence an individual to achieve specific goals. These attitudes and values are invisible forces that provide the power to encourage individuals to behave in achieving goals. When an individual is motivated, they will make positive choices to do something because it can satisfy their desires.

Research by Michael & Turangan (2023) suggests that high levels of motivation are required to complete a task. Therefore, companies must provide appropriate, straightforward, and clear motivation to employees. This motivation can encourage employees to love their work. In other words, providing motivation can lead to employee satisfaction.

The results of this study align with research by Arisanti, Sari & Candra (2022); Dewi, Wimba & Agustina (2021); Ariadi, Jumaidi & Fahmi (2024); Oktafianingsih & Suharini (2024); Rahayu & Aprianti (2020) that found a significant influence of work motivation on job satisfaction. This proves that better work motivation received by employees will increase employee job satisfaction. Every company or institution must have high motivation because it plays a crucial

role in increasing employee job satisfaction and influencing employee turnover rates. The importance of motivation in improving employee performance means that companies or institutions should pay more attention to motivation, as motivation can also determine employee job satisfaction levels.

3) The Influence of Job Satisfaction on HR Performance

The research results show that job satisfaction has a positive and significant impact on HR performance. This means that the higher an employee's job satisfaction, the higher their performance. Conversely, when job satisfaction decreases, performance also decreases. Employees who are satisfied with their jobs tend to be more productive, enthusiastic, and dedicated. They are motivated to perform better to achieve company goals.

The results of this study are in line with research by Petrus, Putera & Damau (2025); Fajri et al (2022); Oka, Landra & Widiadnya (2020); Yunita & Yansyah (2024); Rahayu & Yuliamir (2021) which stated that Job Satisfaction has a significant positive effect on employee performance. Thus, the better employee job satisfaction, the higher employee performance will be. Employees with better abilities and expertise will indicate high job satisfaction and will certainly provide good performance. Conversely, employees who lack the ability or competence and are not satisfied with their work will produce poor work results, which will ultimately indicate poor performance.

These results align with Luthans' (2016) theory: Every worker expects satisfaction from their workplace. Job satisfaction is fundamentally individual, as each individual experiences varying levels of satisfaction based on their values. The more aspects of a job that align with an individual's desires, the higher the perceived level of satisfaction. By achieving job satisfaction, whether through appropriate salaries, appropriate work skills, and positive relationships with superiors, employee performance will improve.

4) The Role of Job Satisfaction in Mediating the Influence of Work Motivation on HR Performance

The results of the study indicate that job satisfaction plays a role in mediating the relationship between work motivation and HR performance. This means that the higher an employee's work motivation, the higher their job satisfaction, which ultimately improves their performance. Conversely, if work motivation is low, job satisfaction will also be low, resulting in decreased performance. Job satisfaction serves as a "bridge" that translates motivation into better performance.

The results of this study align with research by Alfareza (2023); Riantisari & Partina (2019); Nabella (2022); Ramdhani et al. (2025); and Indra, Rachman & Latif (2025), which found that job satisfaction significantly mediates the influence of work motivation on performance. This implies that motivation does not always directly impact performance. One psychological variable that can bridge the gap between the two is job satisfaction. Employees' positive

attitudes toward their work, including the reward system, work environment, and interpersonal relationships, can be demonstrated through job satisfaction. Satisfied employees generally exhibit high levels of loyalty, work enthusiasm, and commitment, which ultimately drive improved performance.

Barisanins (2018) explains that motivation is a process that describes an individual's persistence, direction, and intensity in achieving a goal. In an organizational context, work motivation relates to an individual's desire and enthusiasm to fulfill their duties and responsibilities effectively. Rahmayuniawati & Mulyeni (2020) state that work motivation is the driving force that fosters enthusiasm for work, encouraging effective and integrated collaboration to achieve organizational goals. Motivation is closely linked to employee work behavior, dedication, and work performance (Mulyeni & Herlina, 2023). Motivation arises in employees when they believe that their efforts are resulting in performance that is recognized and rewarded according to expectations, ultimately leading to satisfaction. Job satisfaction is achieved when there is a match between employee expectations and what they receive from their work. A discrepancy between expectations and reality will decrease job satisfaction.

Motivation is crucial for all components of a company. It's natural for leaders to continually encourage employees to foster work ethic. Providing appropriate motivation can foster enthusiasm, passion, and sincerity in a person's work. This increased enthusiasm and willingness to work voluntarily will result in better work, thereby increasing work productivity. Employees with high work motivation will work according to applicable standards and within established timeframes, require minimal supervision, and foster a conducive work environment (Erna et al., 2025). The better the motivation provided to employees, the greater their job satisfaction. Satisfied employees tend to be more enthusiastic, loyal, and productive, resulting in better performance.

4. Conclusion

Based on several analysis studies and discussions, the following conclusions can be drawn: Work motivation has a positive and significant effect on HR performance, meaning that the higher the motivation, the higher HR performance will be. Work motivation has a positive and significant effect on job satisfaction, meaning that higher motivation leads to higher employee satisfaction. Job satisfaction has a positive and significant effect on HR performance, meaning that higher job satisfaction leads to higher employee performance. Job satisfaction plays a role in mediating the relationship between work motivation and HR performance, meaning that the higher the employee's work motivation, the higher their job satisfaction, which will ultimately improve their performance.

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