

Analysis of The Effect of Work Motivation and Performance Benefits on Employee Performance with Job Satisfaction as A Mediation Variable

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Abstract. *This study aims to analyze the influence of work motivation and performance-based allowances on employee performance, as well as to examine the role of job satisfaction as a mediating variable in this relationship among employees at the Asam Baru and Terawan Community Health Centers. There is a significant gap between lower and higher job grades in terms of the amount of additional income received by employees. Employees in job grades 1 through 5 receive relatively small allowances, whereas a sharp increase is only evident in job grades 10 and above, reaching over Rp. 14,000,000 in the highest job grade. This phenomenon indicates a potential disparity in perceptions of fairness and satisfaction among employees, particularly for those at lower levels who bear workloads not significantly different from their counterparts. This situation could lead to a decline in work motivation and overall performance if not balanced by a system of non-financial rewards and a supportive work environment. Therefore, it is important to analyze how performance allowances, motivation, and the work environment influence employee performance, as well as the extent to which job satisfaction mediates these relationships at the Asam Baru Community Health Center. The urgency of this study is grounded in real-world phenomena, namely the existence of significant disparities in the provision of performance-based allowances based on job grade that have not been matched by a proportional increase in employee performance, as well as inconsistencies in the findings of previous studies regarding the direct influence of work motivation and performance-based allowances on performance. This study employs a quantitative approach, with data collected via a questionnaire distributed to 97 civil servant respondents at both Community Health Centers. Data analysis was conducted using the Structural Equation Modeling Partial Least Squares (SEM-PLS) method with SmartPLS 3.0 software. The research results revealed several critical findings: first, work motivation has a positive and significant effect on job satisfaction ($\beta = 0.537$; $p = 0.000$) as well as employee performance ($\beta = 0.639$; $p = 0.000$); second, performance-based allowances have a positive and significant effect on job satisfaction ($\beta = 0.401$; $p = 0.000$), but were found not to have a direct effect on employee performance ($\beta = -0.040$; $p = 0.677$), indicating that employees tend to*

perceive allowances as routine administrative entitlements rather than performance-based incentives; third, job satisfaction was found to have a positive and significant effect on employee performance ($\beta = 0.325$; $p = 0.006$); fourth, job satisfaction significantly mediates the effect of work motivation on performance ($\beta = 0.175$; $p = 0.006$) as well as the effect of allowances Third, job satisfaction was found to have a positive and significant effect on employee performance ($\beta = 0.325$; $p = 0.006$); fourth, job satisfaction significantly mediates the effect of work motivation on performance ($\beta = 0.175$; $p = 0.006$) as well as the effect of performance-based allowances on employee performance ($\beta = 0.131$; $p = 0.029$). This research model has strong predictive power, as indicated by an R-Square value of 0.791 for employee performance and a Q-Square value of 0.936. These findings have important theoretical and practical implications: theoretically, job satisfaction has been proven to be a crucial psychological mechanism mediating the impact of financial and motivational incentives on performance outcomes; Practically, Puskesmas management needs to redesign the performance allowance system to ensure it is truly based on measurable and equitable outcomes, while simultaneously strengthening strategies to enhance intrinsic motivation through recognition of achievements, competency development, and the creation of a supportive work culture to promote sustainable employee satisfaction and performance.

Keywords: Employee Performance; Job Satisfaction; Performance Allowances; Work Motivation.

1. Introduction

Human resources are a fundamental aspect for achieving optimal performance, as they are crucial for achieving and determining effective and efficient goals. Human resources are currently a national problem, as many human resources are not utilized efficiently and effectively (Koesmono, 2005). The problem is that many employees lack enthusiasm, give up easily, are pessimistic, and struggle to complete their work. Employee performance is the result of work achieved by an individual employee in carrying out their duties in accordance with the responsibilities assigned to them. Performance itself is the result of work achieved by an individual or group of individuals in a company, in accordance with their authority and responsibility, in an effort to achieve the company's goals without violation of morals and ethics, and without violating the law (Rivai, 2013).

In an era of increasingly fierce global competition, organizations are burdened with the need to continually escalate their competitiveness and operational effectiveness. One of the key factors that influence Organizational success is based on employee performance, a tangible result of individual contributions to achieving the organization's goals. Therefore, understanding the various aspects that can drive improved employee performance is a must for every organization (Octavia, 2025). A fundamental factor believed to have a strong

impact on employee performance is organizational culture. Organizational culture reflects the norms, values, and habits shared by all members of the organization. A positive and strong culture can create a conducive work environment, increase loyalty, and encourage employees to perform optimally. Similarly, a culture that is not aligned with the organization's goals or is weak can lead to demotivation and decreased performance. However, the influence of organizational culture on performance is not always direct. In practice, organizational culture can influence Job satisfaction and work motivation come first, which then impacts performance. Work motivation is correlated with external and internal drives. provide determination employee work behavior. Meanwhile, job satisfaction reflects the extent to which employees are satisfied with various aspects of their jobs, such as working conditions, relationships with coworkers, and the reward system.

Employees are the driving force behind an organization's operations. If their performance is good, the organization's performance can also improve. Various factors determine employee performance, one of which is organizational culture. Organizational culture is a common view shared by all members of an organization, leading each employee to behave in a manner, believing in, and aligning with the organization's values. Research conducted by (Ernawati et al., 2023) stated that motivation does not significantly determine employee performance. This phenomenon shows that, despite the company's efforts to provide motivational support, this factor is not strong enough to increase employee productivity. This could be due to the presence of other aspects, such as compensation, which is more dominant in determining performance. This means that internal motivation does not always lead to improved performance if it is not supported by rewards and an incentive system that aligns with employee expectations.

This is the same as the study carried out by (Hidayatullah et al., 2023) The study found that work motivation had a negative and insignificant impact on employee performance. This means that fluctuations in employee work motivation had no significant impact on the work outcomes achieved. This phenomenon suggests that personal work motivation cannot yet drive optimal performance, possibly due to a work environment and reward system that do not support achievement motivation. Therefore, improving performance depends not only on internal motivation but also on organizational support and effective leadership. Similar research has also been conducted by (Callista Fatin & Yanuar, 2025) The results of this study explain that motivation is more effective in increasing job satisfaction, but it cannot directly support performance improvements without mediating factors such as job satisfaction. Therefore, even if employees are highly motivated, this does not automatically translate to increased productivity if it is not accompanied by satisfaction with working conditions and adequate managerial support.

A study conducted by (Suryaningsih, 2022) stated that performance allowances (tukin) do not significantly determine employee performance. This study aligns with the study conducted by Mustopa et al., (2022), which explained that performance allowances do not determine employee performance. Although theoretically, tukin is expected to increase

motivation and productivity, in reality, these allowances are not effective in driving performance because employees tend to work simply to fulfill administrative obligations so that their allowances are not deducted. This phenomenon indicates that a benefit system based solely on attendance and formal reporting is unable to trigger quality performance without results-based performance assessments and recognition of actual work achievements. The study conducted by (Junaidi & Marantika, 2022) also said the same thing that performance allowances do not provide significant determinants of performance.

Employee performance is a key factor determining the effectiveness and productivity of an organization, whether in the public or private sectors. In the context of government agencies, efforts to improve employee performance are implemented through various human resource management policies, one of which is the performance allowance (tukin) system. Theoretically, performance allowances are designed as a form of financial reward based on work performance, with the aim of increasing employee motivation, satisfaction, and loyalty to the institution. However, in practice, performance allowance policies often do not have a significant impact on performance improvement, as employees tend to view these allowances as administrative rights received routinely, rather than as incentives for higher performance achievements or contributions.

2. Research Methods

This research is a causal study. Causal study research is used to obtain information on the connectivity or determinants of two or more variables. In other words, the researcher's aim is to determine the determinants of work motivation, work environment, and performance benefits based on employee performance, with job satisfaction as the mediating variable. In terms of its analytical approach, this research applies quantitative methods. Quantitative research is research that involves obtaining numerical data and applying analytical methods to calculate the data obtained. (Sekaran & Bougie, 2016) The data type in this study is primary data. The primary data collection technique in this study involved distributing a number of statements via a questionnaire, which was completed directly by respondents via the Google Forms platform at the Asam Baru Community Health Center.

3. Results and Discussion

3.1. The Influence of Work Motivation on Job Satisfaction

Based on the results of the first hypothesis test, it was found that work motivation had a significant positive determinant on employee job satisfaction at Asam Baru Community Health Center and Terawan Community Health Center. These results indicate that the higher the work motivation of employees, the higher the level of job satisfaction they feel in carrying out their duties and functions as healthcare workers.

This finding aligns with a study by Basalamah & As'ad (2021), which found that work motivation significantly determines job satisfaction. These findings demonstrate that when

employees receive appropriate feedback, attention from their superiors, and appropriate incentives, they are more enthusiastic and comfortable at work, thus creating a pleasant work experience and increasing job satisfaction. Research by Riyadi (2020) also supports this study, demonstrating that work motivation can significantly influence job satisfaction.

Theoretically, work motivation is a psychological drive that influences a person to act, strive, and commit to optimally performing their work. When individuals have high work motivation, they will feel more enthusiastic, valued, and engaged in their work activities. This creates positive feelings about their profession, which in turn increases job satisfaction. Conversely, employees with low motivation tend to quickly become bored, easily frustrated, and experience less satisfaction with their work results (Hajiali et al., 2022).

In the context of community health centers, employees who feel highly motivated, whether through achievement, recognition for their work results, a sense of responsibility, or opportunities for development, demonstrate improved levels of job satisfaction. This is relevant because community health center employees face complex public service demands, making intrinsic motivation a crucial foundation for sustainable job satisfaction..

3.1.1. The Effect of Performance Allowances on Job Satisfaction (H2)

The results of the second hypothesis test showed that performance allowances had a significant positive effect on employee job satisfaction. This finding indicates that providing fair, timely, and performance-related performance allowances can foster employee satisfaction at the Asam Baru and Terawan Community Health Centers.

This finding aligns with the study by Roringkon et al. (2021), which found that performance allowances influence job satisfaction. Subeki & Aziz's (2025) study also corroborates this finding, demonstrating that performance allowances significantly contribute to increasing job satisfaction, particularly when employees perceive the benefits as commensurate with their workload, contributions, and organizational standards. Research by Sukiyono & Sumiyati (2025) also supports the positive determinant of job satisfaction.

Conceptually, performance benefits are a form of financial appreciation provided by an organization to employees based on their responsibilities, work results, and contributions to achieving the institution's goals. A transparent and fair performance benefit system fosters employee satisfaction and trust in the organization. In the context of public organizations such as Community Health Centers (Puskesmas), performance benefits serve a dual function: as a means of improving welfare and as a means of bureaucratic reform that encourages work efficiency and accountability. When employees perceive that their performance is appropriately valued, job satisfaction can increase (Nasution & Rizkina, 2024).

However, it should be noted that if benefits are disbursed inappropriately or unevenly in relation to workload, this can lead to dissatisfaction and negative perceptions of the

organization. These findings also confirm that job satisfaction is influenced not only by the amount of benefits, but also by perceptions of fairness and consistency in their implementation.

3.1.2. The Influence of Work Motivation on Employee Performance (H3)

The results of the third hypothesis test indicate that work motivation significantly determines employee performance. This finding indicates that the higher the work motivation of Puskesmas employees, the higher their performance in implementing their responsibilities and duties.

This finding aligns with Kuswati's (2020) study, which demonstrated that motivation significantly positively determines employee performance. Employees motivated through participation, communication, recognition, empowerment, and reciprocal attention demonstrated improved performance in terms of quantity, quality, effectiveness, and timeliness. Research by Kartika Ningsih et al. (2020) and Anggraini (2024) also confirmed a positive relationship between work motivation and employee performance.

Theoretically, work motivation is an internal or external force that drives a person to act, strive, and commit to completing work tasks. Highly motivated individuals demonstrate enthusiasm, discipline, and initiative in completing their work. High motivation creates a psychological drive to achieve set work targets, even exceeding expected standards. Motivated employees are typically more innovative, have a strong sense of responsibility, and can work independently or collaboratively within a team (Akbar et al., 2020).

In the context of a community health center (Puskesmas), highly motivated employees, reflected in their drive to achieve, sense of responsibility for their work, and desire for development, tend to exhibit superior performance. This is particularly relevant given that healthcare workers face service demands that require dedication, precision, and high commitment.

3.2. The Effect of Performance Allowances on Employee Performance (H4)

The results of the fourth hypothesis test indicate that performance allowances do not significantly influence employee performance. This finding indicates that providing performance allowances directly has not been able to improve employee performance at Asam Baru and Terawan Community Health Centers.

These results align with Suryaningsih's (2022) study, which found that performance allowances do not significantly determine employee performance. Mustopa et al.'s (2022) study found similar findings, indicating that performance allowances do not significantly determine employee performance. Junaidi & Marantika's (2022) study also demonstrated a similar finding, indicating that performance allowances do not significantly determine performance. Kartika Ningsih et al. (2020) further confirmed these findings by

demonstrating that escalating performance allowances is not always accompanied by escalating work motivation, which directly impacts performance.

This situation can be explained by a phenomenon occurring in the Community Health Center (Puskesmas) workplace, where employees tend to view performance allowances as routine administrative entitlements, rather than as incentives for higher performance or contribution. Employees tend to work simply to fulfill administrative obligations to avoid deductions from their allowances, rather than to substantially improve their work quality. This phenomenon indicates that a benefit system based solely on attendance and formal reporting has not been able to stimulate high-quality performance.

These findings suggest that the effect of performance benefits on performance is indirect, namely through mediating variables such as job satisfaction. This reinforces the importance of job satisfaction as a bridge between financial incentive systems and optimal performance.

3.2.1. The Influence of Job Satisfaction on Employee Performance (H5)

The results of the fifth hypothesis test demonstrated that job satisfaction significantly positively determines employee performance. This finding indicates that employees who feel satisfied with their profession will exhibit improved performance, be more disciplined, and be more committed to their job responsibilities at Asam Baru Community Health Center and Terawan Community Health Center.

This result aligns with research by Hajiali et al. (2022), which demonstrated that job satisfaction has a significant positive determinant of employee performance. Satisfied employees, both due to a supportive work environment and fair performance benefits, exhibit higher work performance, work more carefully, and are more disciplined. Research by Steven & Prasetyo (2020) also confirms that job satisfaction has significant implications for employee performance.

Job satisfaction is a joyful and positive emotional state that stems from an individual's assessment of their work experience. Job satisfaction reflects the extent to which an employee's needs and expectations are met through their work. Employees who are satisfied with their jobs tend to have a positive attitude toward their duties and responsibilities, demonstrating dedication and commitment to achieving work goals (Robbins, 2002).

Job satisfaction also impacts performance dimensions such as effectiveness, efficiency, and innovation. When employees feel satisfied with the compensation system, recognition from superiors, potential for career development, and harmonious work relationships, they tend to develop high levels of work engagement. This motivates them to make maximum contributions to task completion, which, in the context of health services at community health centers, is crucial for the quality of service provided to the community.

3.2.2. Job Satisfaction as a Mediator of the Effect of Performance Allowances on Employee Performance (H6)

The results of the sixth hypothesis test demonstrated that job satisfaction can significantly mediate the determinant of performance allowances on employee performance. This finding confirms that although performance allowances do not directly determine performance, through increasing job satisfaction as an intermediary, performance allowances can ultimately contribute to employee performance escalation.

This finding aligns with research by Sukiyono & Sumiyati (2025), which indicates that performance allowances determine performance, mediated by job satisfaction. Research by Subeki & Aziz (2025) also supports the finding that proportional and fair performance allowances will increase job satisfaction, which in turn determines employee performance.

From a theoretical perspective, based on Adams's Equity Theory, employees will feel satisfied if they perceive that the rewards they receive, such as performance allowances, align with their efforts and contributions (Setyawati, 2025). The principles of fairness and transparency in the provision of benefits are key to fostering positive perceptions of the organization (Widodo & Zaenuri, 2025). This satisfaction then serves as a psychological force that motivates employees to deliver their best performance.

Based on Vroom's Expectancy Theory, clear and measurable performance benefits can increase employee expectations that their efforts will yield the desired results, but their impact is only optimal when satisfaction is generated as an affective reaction to the reward (Syahrial et al., 2025). Thus, job satisfaction acts as a mediator in transforming employee perceptions of performance benefits into tangible incentives to improve work performance. Employees who are satisfied with the benefits they receive tend to demonstrate loyalty, discipline, and extra effort in completing tasks.

3.2.3. Job Satisfaction as a Mediator of the Influence of Work Motivation on Employee Performance (H7)

The results of the seventh hypothesis test prove that job satisfaction can significantly mediate the determinant of work motivation on employee performance. This finding shows that work motivation is not only a direct determinant of employee performance, but also works through indirect channels that first escalate employee job satisfaction, which then encourages performance escalation.

The results of this study support the findings of Callista Fatin & Yanuar (2025), who explained that motivation serves to increase job satisfaction, which in turn drives performance improvement indirectly. Even if employees are highly motivated, this does not automatically translate to higher productivity if it is not accompanied by satisfaction with managerial support and adequate working conditions. Research by Basalamah & As'ad (2021) and Riyadi (2020) also provides a basis for this mediation effect.

Theoretically, from the perspective of Motivation Outcome Theory, work motivation is an internal driving force that shapes employee behavior in achieving organizational goals (Muhamad, 2024). However, motivation alone does not guarantee improved performance if it is not accompanied by a positive psychological state. Job satisfaction functions as a mediating variable that strengthens and stabilizes the determinants of motivation on performance. Employees who are motivated but dissatisfied tend to work solely to meet demands, not to achieve optimal results.

In the context of a Community Health Center, employees who are driven by high intrinsic motivation in the form of a drive to achieve, a sense of responsibility, and a desire to provide the best service and at the same time feel satisfied with working conditions, reward systems, and organizational support, will display much more optimal performance compared to employees who are only motivated without adequate job satisfaction.

4. Conclusion

Based on the research results and discussions that have been outlined, the following conclusions can be drawn: a. Work motivation has been shown to significantly influence job satisfaction among employees at Asam Baru Community Health Center and Terawan Community Health Center. This indicates that as employees' internal drive to achieve, gain recognition, and actualize themselves increases, their perceived job satisfaction also increases. Strong motivation fosters a positive psychological state, resulting in employees feeling meaningful and valued in their work environment. b. Performance benefits have been shown to significantly impact employee job satisfaction. This demonstrates that performance benefits that are perceived as fair, timely, and related to employees' actual contributions can increase job satisfaction. Employees who perceive a balance between the benefits they receive and their responsibilities and workload will have a positive perception of the organization. c. Job satisfaction has been shown to significantly and positively influence employee performance. These findings confirm that employees who are satisfied with their working conditions, compensation system, interpersonal relationships, and career development tend to exhibit improved work quality, greater commitment, and greater discipline in carrying out their healthcare services to the community. d. Work motivation has been proven to significantly influence employee performance. Employees with high work motivation demonstrate enthusiasm, creativity, and a greater sense of responsibility in completing their tasks. Strong motivation encourages employees to achieve and even exceed their predetermined work targets, thus contributing to improving the overall quality of Community Health Center services. e. Performance allowances have not been shown to have a significant direct determinant effect on employee performance. This phenomenon indicates that employees tend to view performance allowances as a routine administrative entitlement, rather than as an incentive that directly motivates performance improvement. Thus, the effect of performance allowances on performance is indirect and requires job satisfaction as a bridge. f. Job satisfaction has been shown to significantly mediate the determinants of work motivation and employee performance. This indicates that high work

motivation will lead to optimal performance if it first fosters job satisfaction within employees. Job satisfaction serves as a psychological bridge that transforms motivational drive into superior performance in carrying out tasks. g. Job satisfaction has been validated as a mediator of the determinants of performance benefits on employee performance in a significant context. This finding confirms that performance benefits can improve employee performance, but their influence operates indirectly through prior escalation of job satisfaction. Employees who are satisfied with the benefits they receive will be motivated to demonstrate better performance, loyalty, and high dedication to the organization.

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