

The Effect of Motivation and Job Satisfaction on Employee Performance at The Office of Population and Civil Registration Services of South Nias Regency

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Abstract:

This study aims to examine the effect of work motivation and job satisfaction on employee performance at the Department of Population and Civil Registration of South Nias Regency. The research adopts a quantitative approach using a survey method. Data were collected through questionnaires distributed to all 65 employees, applying a saturated sampling technique. The research instruments were tested for validity and reliability, while data analysis was conducted using multiple linear regression with SPSS version 25. The results indicate that work motivation has a positive and significant effect on employee performance. In addition, job satisfaction also shows a positive and significant influence on employee performance. Simultaneously, work motivation and job satisfaction significantly affect employee performance. These findings suggest that higher levels of motivation and job satisfaction contribute to improved employee performance. Therefore, organizations are encouraged to enhance motivational strategies and improve job satisfaction to achieve better performance outcomes and sustainable improvements in public service quality.

Keywords: *work motivation, job satisfaction, employee performance*

Abstrak:

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja dan kepuasan kerja terhadap kinerja pegawai pada Dinas Kependudukan dan Pencatatan Sipil Kabupaten Nias Selatan. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Data dikumpulkan melalui penyebaran kuesioner kepada seluruh pegawai yang berjumlah 65 orang, sehingga teknik pengambilan sampel yang digunakan adalah sampel jenuh. Instrumen penelitian diuji melalui uji validitas dan reliabilitas, sedangkan analisis data dilakukan menggunakan regresi linier berganda dengan bantuan SPSS versi 25. Hasil penelitian menunjukkan bahwa motivasi kerja berpengaruh positif dan signifikan terhadap kinerja pegawai. Selain itu, kepuasan kerja juga terbukti memiliki pengaruh positif dan signifikan terhadap kinerja pegawai. Secara simultan, motivasi kerja dan kepuasan kerja berpengaruh signifikan terhadap kinerja pegawai. Temuan ini menunjukkan bahwa peningkatan motivasi dan kepuasan kerja dapat mendorong kinerja pegawai secara lebih optimal. Oleh karena

itu, organisasi perlu memperhatikan aspek motivasi dan kepuasan kerja guna meningkatkan kualitas pelayanan publik secara berkelanjutan.

Kata Kunci: *motivasi kerja, kepuasan kerja, kinerja pegawai*

INTRODUCTION

Human resources constitute one of the most decisive factors in determining organizational success, as they function not merely as executors of tasks but as central drivers of planning, decision-making, innovation, and the creation of competitive advantage (Agustian et al., 2023; Morais et al., 2021). Organizations increasingly recognize that sustainable performance is closely linked to the quality of their human resources, who serve as strategic assets in achieving institutional objectives and ensuring organizational continuity (Jamil et al., 2023; Jiang et al., 2024; Malik et al., 2021).

According to Hasibuan (2019), human resources represent an integrated capacity derived from individuals' intellectual and physical abilities, where behavior and characteristics are shaped by heredity and environment, while work performance is motivated by the desire to fulfill personal needs. Similarly, Mangkunegara (2017) defines human resources as the abilities possessed by workers, including skills that can be continuously developed to achieve organizational goals. These perspectives emphasize that human resources are dynamic assets whose effectiveness depends on continuous development and appropriate managerial attention.

In this context, organizations are required to pay close attention to career development and work motivation in order to maximize employee performance. Human resources also function as catalysts for development and contribute significantly to business and institutional progress through the production of goods and services (Liu et al., 2022). Based on these expert views, human resources can be understood as individuals who possess physical, intellectual, skill-based, and attitudinal competencies that position them as the primary assets of an organization in achieving optimal performance outcomes (Suratman et al., 2025).

Human resources play a crucial role in enhancing organizational performance, as they act as the main drivers of employee effectiveness in carrying out assigned tasks and achieving organizational objectives. Rofiq & Hasan (2018) assert that workers and employees striving to achieve organizational targets constitute essential elements within the company's management system, as they serve as key assets in ensuring efficient and effective business operations. Consequently, organizations must strategically manage their human resources to align individual performance with institutional goals.

Employee performance is commonly defined as the result of an individual's work in executing assigned duties and responsibilities. Mangkunegara (2017) explains that performance is reflected in the quality and quantity of outputs produced in accordance with established standards and is influenced by factors such as competence, training, and employee dedication. Likewise, Robbins (2016) highlights that employee performance is shaped by

differences in talent quality and competitiveness, resulting in variations in individual performance levels. In this regard, managers play a critical role in evaluating employee performance to measure organizational effectiveness.

Work motivation represents another key determinant of employee performance. [Hasibuan \(2019\)](#) defines work motivation as an internal drive that influences the direction and intensity of individual behavior in carrying out work tasks. High levels of motivation encourage accuracy, responsibility, and work commitment, ultimately contributing to improved performance outcomes. Furthermore, motivation can be understood through [Maslow's \(1954\)](#) hierarchy of needs theory, which posits that work behavior is influenced by the fulfillment of physiological, safety, social, esteem, and self-actualization needs. Fulfillment of these needs encourages employees to work more effectively and responsibly.

In addition to motivation, job satisfaction plays a vital role in shaping employee performance. [Locke \(1976\)](#) argues that job satisfaction is influenced by employees' attitudes toward their work, work environment, and relationships with supervisors and colleagues. [Robbins & Judge \(2017\)](#) further explain that job satisfaction reflects a positive attitude toward work resulting from evaluations of factors such as compensation, working conditions, interpersonal relationships, and career development opportunities. Empirical observations at the Department of Population and Civil Registration of South Nias Regency indicate declining employee motivation and job satisfaction due to excessive workloads, insufficient rewards, unclear career paths, inadequate facilities, and less harmonious work relationships. These conditions have negatively affected employee performance, as evidenced by slower administrative processes, declining service quality, and increasing public complaints regarding population administration services.

RESEARCH METHOD

This study employs a quantitative research method aimed at collecting numerical data to examine theories and analyze the relationships among variables ([Lim, 2025](#)). The quantitative approach emphasizes measurable aspects of phenomena and enables conclusions to be drawn based on statistical analysis ([Alford, & Teater, 2025](#)). The research was conducted at the Department of Population and Civil Registration of South Nias Regency, located on Jalan Arah Lagundri KM.7, Luahagundre District, South Nias Regency. The study focuses on employee motivation, job satisfaction, and performance as the main research variables.

The data used in this study consist of quantitative data collected through questionnaires distributed to employees ([Hamzani et al, 2023](#)). The questionnaire was designed to measure respondents' perceptions of work motivation, job satisfaction, and employee performance using a Likert scale ([Kittur, 2023](#)). This measurement scale allows respondents to express their level of agreement with a series of statements related to each research variable, facilitating objective and consistent data analysis.

The data sources include both primary and secondary data. Primary data

were obtained directly from employees of the Department of Population and Civil Registration through questionnaires and, where necessary, interviews related to motivation, job satisfaction, and performance (Barroga, et al, 2023). Secondary data were collected from annual reports, employee performance documents, and previous studies relevant to the research topic (Ghanad., 2023). The population of this study comprised all 65 employees of the Department, and a saturated sampling technique was applied, in which the entire population was used as the research sample. Consequently, the sample size consisted of 65 respondents.

FINDINGS AND DISCUSSION

Findings

1. Validity Test Results

The validity test was conducted to examine whether the questionnaire items were able to accurately measure the research variables, namely Work Motivation (X1), Job Satisfaction (X2), and Employee Performance (Y). The results of the validity test indicate that all questionnaire items across the three variables are valid, as the calculated correlation coefficients (r-count) for each item exceeded the critical value of the r-table.

These findings confirm that each statement item in the questionnaire is appropriate and capable of measuring the intended constructs. Therefore, all items were retained and used for further statistical analysis in this study.

2. Reliability Test Results

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Reliability Criteria
Work Motivation (X1)	> 0.60	Reliable
Job Satisfaction (X2)	> 0.60	Reliable
Employee Performance (Y)	> 0.60	Reliable

Source: SPSS 25 Data Processing Results

The reliability test results show that the Cronbach's Alpha values for all research variables exceed the minimum threshold of 0.60. This indicates that the measurement instruments used to assess work motivation, job satisfaction, and employee performance are reliable and consistent. Consequently, the questionnaire can be considered a dependable tool for measuring the variables in this study.

3. Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to examine the effect of work motivation and job satisfaction on employee performance.

Table 2. Multiple Linear Regression Results

Model	Variable	B	Std. Error
1	(Constant)	24.660	5.165
	Work Motivation (X1)	0.217	0.073
	Job Satisfaction (X2)	1.184	0.348
Model	Variable	B	Std. Error
1	(Constant)	24.660	5.165
	Work Motivation (X1)	0.217	0.073

Dependent Variable: Employee Performance (Y)

Source: SPSS 25 Data Processing Results

Based on Table 2, the multiple linear regression equation is formulated as follows: $Y = 24.660 + 0.217X_1 + 1.184X_2 + e$

The constant value of 24.660 indicates that when work motivation and job satisfaction are held constant, employee performance remains at 24.660 units. The regression coefficients show that work motivation (X1) has a positive and significant effect on employee performance ($\beta = 0.217$; $p < 0.05$), meaning that an increase of one unit in motivation leads to an increase of 0.217 units in performance. Likewise, job satisfaction (X2) has a stronger positive and significant effect on employee performance ($\beta = 1.184$; $p < 0.05$), indicating that higher job satisfaction substantially improves employee performance.

4. Partial Test Results (t-test)

The partial test (t-test) was conducted to determine the individual effect of each independent variable on employee performance.

Table 3. Partial Test (t-test) Results

Variable	t-value	Sig.	Decision
Work Motivation (X1)	2.994	0.004	Significant
Job Satisfaction (X2)	3.401	0.001	Significant

Source: SPSS 25 Data Processing Results

The results indicate that work motivation has a t-value of 2.994 with a significance value of 0.004, while job satisfaction has a t-value of 3.401 with a significance value of 0.001. Since both significance values are less than 0.05, it can be concluded that work motivation and job satisfaction individually have a significant effect on employee performance.

5. Coefficient of Determination (R^2)

The coefficient of determination test was conducted to assess the proportion of variance in employee performance explained by work motivation and job satisfaction.

Table 4. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.520	0.270	0.246	4.299

Predictors: Work Motivation (X1), Job Satisfaction (X2)

Source: SPSS 25 Data Processing Results

The R Square value of 0.270 indicates that work motivation and job satisfaction jointly explain 27% of the variance in employee performance. The remaining 73% is influenced by other variables not examined in this study, such as leadership, organizational culture, work environment, work discipline, compensation, training, and individual employee characteristics. These findings suggest that employee performance is a complex construct influenced by multiple interrelated factors beyond motivation and job satisfaction alone.

Discussion

The findings of this study indicate that employee motivation at the Department of Population and Civil Registration of South Nias Regency consists of intrinsic and extrinsic dimensions. Intrinsic motivation includes job satisfaction, recognition from supervisors, and opportunities for self-development, while extrinsic motivation encompasses incentives, allowances, work facilities, and promotion opportunities. Both forms of motivation play an important role in enhancing employee performance, although improvements are still needed in terms of promotion transparency and the adequacy of work facilities to maximize their effectiveness.

The results of the multiple linear regression analysis demonstrate that work motivation has a positive and significant effect on employee performance. This finding suggests that employees with higher levels of motivation tend to exhibit better performance in carrying out their duties and responsibilities. This result is consistent with motivation theory, which emphasizes that motivated individuals are more willing to exert effort, show persistence, and achieve higher levels of performance. Previous studies have similarly found that work motivation significantly influences employee performance, particularly in public sector organizations where service quality and accountability are essential outcomes (Eko Yudiantmaja, 2020; Hassan et al., 2022; Schwarz et al., 2020; Sibonde & Dassah, 2021).

Furthermore, the study reveals that job satisfaction also has a positive and significant effect on employee performance at the Department of Population and Civil Registration of South Nias Regency. Employees who experience higher job satisfaction tend to demonstrate stronger work enthusiasm, better discipline, and greater effectiveness and efficiency in completing tasks. This finding supports prior empirical research indicating that

satisfied employees are more committed, responsible, and productive, as they perceive their work environment as supportive and rewarding (Ahakwa et al., 2021).

Job satisfaction in this study is influenced by several key factors, including a comfortable work environment, clear job responsibilities, harmonious relationships with colleagues and supervisors, and a fair and equitable reward system. When these aspects are adequately fulfilled, employees feel valued and motivated to contribute positively to the organization. This condition ultimately leads to improved public service quality, which is particularly critical for government institutions responsible for population administration services that directly affect community satisfaction.

The findings of this study are consistent with previous research conducted at PT Sarana Pembangunan Palembang Jaya, which concluded that job satisfaction has a positive and significant effect on employee performance (Shalahuddin et al., 2023). However, the results differ from a study conducted at the Secretariat of the Regional House of Representatives (DPRD) of Lebak Regency, which found that job satisfaction had only a relatively small influence on employee performance (Rizkina & Nasution, 2024). This discrepancy suggests that the impact of job satisfaction on performance may vary depending on organizational characteristics, work culture, leadership style, and institutional context. In that study, leadership and organizational culture were found to play a more dominant role in determining performance. Therefore, it can be concluded that job satisfaction remains a crucial factor that requires serious attention from management, particularly in public service organizations, to ensure sustainable improvements in employee performance and organizational effectiveness.

CONCLUSION

Based on the results of the study, it can be concluded that work motivation and job satisfaction have a positive and significant influence on employee performance at the Department of Population and Civil Registration of South Nias Regency. Work motivation, both intrinsic and extrinsic, plays an important role in encouraging employees to perform their duties more effectively, while job satisfaction contributes to higher levels of work enthusiasm, discipline, and responsibility. The simultaneous effect of these two variables confirms that motivated and satisfied employees tend to demonstrate better performance in achieving organizational objectives.

Furthermore, the coefficient of determination indicates that work motivation and job satisfaction jointly explain a portion of the variance in employee performance, while the remaining variance is influenced by other factors not examined in this study. This finding suggests that employee performance is a multidimensional construct shaped by various organizational and individual factors. Therefore, it is recommended that management place greater emphasis on improving motivational systems, ensuring fair reward mechanisms, and creating a supportive work environment in order to enhance employee performance and improve the quality of public services delivered by

the organization.

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