

ANALYSIS OF WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE UPTD OF SUNGAI IYU COMMUNITY HEALTH CENTER, ACEH TAMIANG DISTRICT

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Abstract

The purpose of this study is to determine the analysis of work motivation on employee performance with job satisfaction as an intervening variable at the UPTD Puskesmas Sungai Iyu in Aceh Tamiang District. This study uses a quantitative approach with a survey method. The population in this study consists of 82 employees, with a sample size of 68 respondents determined using the Slovin formula. Data collection was conducted through a closed-ended questionnaire using a Likert scale, which was then analyzed using multiple linear regression with SPSS 26 software and the Sobel test to examine the mediating effect. The results of the study indicate that work motivation has a positive effect on employee performance. Work motivation has a positive effect on job satisfaction. Job satisfaction has a positive effect on job satisfaction. Additionally, work motivation has an indirect effect on employee performance through job satisfaction as an intervening variable, with a significant Sobel test.

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

INTRODUCTION

The achievement of organizational goals is largely determined by the effectiveness and maximum performance of its employees. According to Sinaga (2020), performance is the individual work achievement within an organization, which is influenced by various elements, including not only the final result but also the methods and quality of work performed daily. Sinaga emphasized that competence, motivation, and working conditions are the main determinants of employee performance. Therefore, good performance standards must be clear, measurable, easily understood, and mutually agreed upon to provide definite work guidelines for employees. In line with this view, Adhari (2020) stated that employee productivity reflects how effectively and efficiently they carry out specific tasks. Furthermore, work motivation is considered closely related to performance; strong enthusiasm can spur optimal performance and help employees achieve superior results, while the work environment also plays a crucial role in supporting that performance. Putri (2020) stated that performance is the result of individual task implementation to achieve company goals, which is assessed based on quantity, quality, timeliness, and contribution to organizational goals. Putri emphasized the importance of objective and measurable performance assessment as a basis for managerial decision making, and highlighted that internal aspects such as motivation and competence, performance is also determined by external aspects, for example company policies also influence employee performance.

Kurnia and Sitorus (2022) state that employee performance reflects an individual's capacity to perform optimally in order to support the achievement of organizational goals, which is the result of the integration of abilities, skills, knowledge, and work attitudes. They also emphasize that job satisfaction and motivation play important mediators in improving performance, so companies need to pay attention to compensation, career development, and a positive work environment that enables employees to demonstrate continuous superior performance. Mangkunegara, as quoted by Budiasa (2021), explains that employee performance is influenced by individual aspects (such as ability and experience), psychological aspects (such as attitude and motivation), and organizational aspects (such as resource availability and leadership style). He emphasizes that performance assessments must be conducted

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objectively and continuously to serve as a basis for human resource development in the organization. During the planning stage, companies need to establish clear and measurable work objectives that align with the organization's vision and mission. This provides clear direction for employees in carrying out their duties. During the planning phase, companies must determine specific and measurable work targets that align with the organization's vision and mission. This provides clear guidance for employees in carrying out their responsibilities. Furthermore, regular performance monitoring is essential to ensure employees remain focused on achieving predetermined targets. This monitoring can be conducted through direct supervision, work reports, or the use of information technology for direct monitoring. Through monitoring, companies can quickly identify problems or obstacles employees face and offer appropriate solutions. Performance evaluation is the next crucial stage, where employee performance is objectively assessed based on agreed-upon performance indicators. This evaluation serves not only as a measuring tool but also as a way to provide constructive feedback to employees. Appropriate and constructive feedback can motivate employees to improve and enhance their performance in the future. Motivation is an internal force that drives someone to act or do something to achieve a specific goal.

According to Djaman et al. (2021), motivation plays a crucial role in increasing productivity, work quality, job satisfaction, and reducing employee absenteeism and turnover. Therefore, motivation is a key factor that drives employees to be enthusiastic and enthusiastic in carrying out their duties. In line with this, Afandi (2018) defines motivation as an internal or external drive that arises from within an individual and influences their work behavior. A high level of work motivation will positively impact performance and the realization of organizational goals. Novriansya et al. (2022) suggest that the word "motivation" comes from the Latin "mavere," meaning impulse or driving force. They emphasized that work motivation has a significant impact on employee performance, both directly and indirectly through increased commitment to the organization. This is reinforced by Sari and Putri (2020), who revealed that driving forces, both internal and external, influence an individual to work at full capacity. Good motivation not only improves employee performance but also positively contributes to achieving organizational goals, especially when supported by a conducive work environment.

Rahmawati and Santoso (2024) also stated that work motivation has a positive and significant impact on employee performance. Highly motivated employees tend to be more disciplined, responsible, and productive in carrying out their tasks. Providing rewards and recognition is an effective method to increase work motivation. Therefore, work motivation is a vital element that influences the effectiveness and efficiency of employee performance, which in turn contributes to the overall success of the organization. Although work motivation plays a crucial role in improving performance, its influence is not always direct. Job satisfaction serves as an intermediary variable that can strengthen the relationship between work motivation and employee performance. Job satisfaction in the context of organizations and the current workplace is receiving increasing attention due to its crucial role in improving employee performance and productivity. Job satisfaction is an emotional response or pleasant feeling experienced by employees towards various aspects of their work, including the work environment, social relationships, rewards, and opportunities for self-development (Dimas Fajar Wijaya, 2022).

As a functional unit within the health system, the Community Health Center (Puskesmas) serves as a center for community health development, not only encouraging active community involvement but also providing comprehensive and integrated health services in its area of operation. Therefore, the Puskesmas is at the forefront of efforts to comprehensively improve public health. For example, the Puskesmas operating at the regional level is the UPTD Puskesmas Sungai Iyu in Aceh Tamiang Regency, which is a regional technical service unit in the health sector. This Puskesmas is located on Jalan Upah-Mesjid Sungai Iyu, Bendahara District, Aceh Tamiang Regency. Established in 1992 and actively providing health services since early 1993, the Sungai Iyu Puskesmas serves an area consisting of 21 villages. As a public service institution, the Puskesmas is expected to provide high-quality and state-of-the-art health services, and adapt to the latest health technologies to meet community needs effectively and efficiently. Quality health services in first-level facilities such as Puskesmas are crucial in building public trust.

Experts emphasize that good care at Community Health Centers (Puskesmas) can increase public trust, so that Puskesmas are not only seen as a place to get referrals to hospitals, but as health service centers capable of directly addressing various community health needs (Luthfia, 2019). This demonstrates the importance of improving the quality of services at Puskesmas in order to provide optimal and satisfactory services. Health services are efforts carried out by individuals or groups within an organization with the primary goal of maintaining and improving health, preventing and treating diseases, and restoring the health of individuals, families, groups, and the community in general. To achieve these goals, health services must be able to provide the best, high-quality services, and focus on community needs. Therefore, Puskesmas as primary health facilities are obliged to continue to innovate and improve the quality of human resources, infrastructure, and service systems to meet community expectations and

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contribute to improving health standards. The phenomenon that occurred at the Sungai Iyu Community Health Center (UPTD), Aceh Tamiang Regency, shows that employee performance at the Community Health Center is strongly influenced by several important indicators, such as punctuality, responsibility, initiative, independent and teamwork, and work discipline. A frequently encountered phenomenon is that some employees are still inconsistent in meeting service time commitments, which impacts public satisfaction. Furthermore, the level of employee responsibility in completing tasks and handling patient complaints is a major factor determining service quality. Employee initiative in finding solutions to obstacles is also highly needed, especially in situations of limited resources. Independent work and the ability to work in a team are key to the successful implementation of health programs, because not all tasks can be completed individually. High work discipline is reflected in compliance with rules and procedures, which ultimately encourages the achievement of performance targets and increases public trust in the Community Health Center. The phenomenon that occurred at the Sungai Iyu Community Health Center (UPTD), Aceh Tamiang Regency, shows that every leader strives to motivate all staff to have high work enthusiasm and consistency in carrying out their duties. These efforts are carried out through various approaches, such as providing direction, rewards, and intensive communication to build a positive and conducive work environment. However, in reality, a number of employees still lack motivation in carrying out their work. Some employees believe that the work responsibilities they are given are too great and not commensurate with the rewards or performance appraisals they receive. This mismatch between employee expectations regarding performance appraisals and the reality they experience leads to disappointment and a lack of job satisfaction. This condition directly negatively impacts employee morale, which ultimately can reduce productivity and the quality of service provided.

This decline in work motivation poses a serious challenge for Community Health Center management, as employee morale is a key factor in maintaining overall organizational performance. If not addressed promptly, low motivation can lead to decreased employee loyalty, increased absenteeism, and potentially high turnover. Therefore, a more effective and comprehensive strategy is needed to identify the root causes of the lack of motivation and design motivation programs that can sustainably improve employee satisfaction and performance. Another common phenomenon is an imbalance between the attention and rewards received by employees. If employees feel that the attention, appreciation, or rewards they receive are not commensurate with their workload and responsibilities, this can reduce their work enthusiasm. This imbalance creates dissatisfaction, which ultimately lowers employee job satisfaction. This condition significantly impacts employee performance in carrying out their daily tasks and responsibilities. Overall, the imbalance between attention and rewards received by employees is a major factor that can reduce morale and job satisfaction, leading to decreased performance. Therefore, fair, transparent, and comprehensive compensation management, accompanied by attention to employee welfare, is the main key to improving employee motivation and performance at the UPTD Sungai Iyu Community Health Center in Aceh Tamiang Regency. The phenomenon occurring at the UPTD Sungai Iyu Community Health Center in Aceh Tamiang Regency indicates significant challenges related to employee performance that has not reached optimal levels. This decline in performance is inseparable from the decline in work motivation and job satisfaction among employees. This condition is a serious concern considering the strategic role of the Community Health Center as a public health service center that must provide quality health services, especially to community groups with the lowest health levels. In addition to basic services, the Sungai Iyu Community Health Center also provides inpatient services, which are one of the important facilities in meeting the needs of patients requiring intensive care. In addition to basic services, the Sungai Iyu Community Health Center also offers inpatient facilities, which are an important facility to meet the needs of patients requiring intensive care.

This decline in employee performance poses a significant challenge for Community Health Center management in identifying and understanding the factors that influence it. Decreased motivation leads to a lack of enthusiasm and dedication to carrying out tasks, while low job satisfaction can lead to feelings of discomfort and dissatisfaction, leading to decreased productivity. Therefore, management needs to conduct a comprehensive evaluation to understand the root causes of this phenomenon and design effective strategies to improve employee motivation and job satisfaction. An institution's ability to achieve service goals depends heavily on the quality of its human resources. Employees who are motivated and satisfied with their work tend to demonstrate better performance, high discipline, and strong loyalty to the organization. Conversely, if motivation and job satisfaction are low, employee performance will decline and negatively impact the quality of services provided to the community. Overall, the phenomenon of declining employee performance at the Sungai Iyu Community Health Center Technical Implementation Unit (UPTD) is a challenge that must be addressed immediately through a comprehensive approach. Management needs to focus on improving employee motivation and job satisfaction as the key to improving

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performance, so that quality and sustainable health services can be realized for the welfare of the community within the Community Health Center's work area.

LITERATURE REVIEW

The Influence of Work Motivation on Job Satisfaction

Motivation has a significant influence on job satisfaction, positively impacting job satisfaction. Feelings of satisfaction with the work performed can shape an individual's drive to achieve their goals and can increase employee productivity, satisfaction, and the desire to perform optimally. According to research conducted by Junaedi, MA, & Digidowiseiso, K. (2023), Bagaskara et al., (2024), Wardana & Solichin (2019), Mariyatul Hasanah et al., (2024), Dewi & Suwandana (2024). A number of previous empirical studies have confirmed that work motivation has a substantial influence on the level of employee satisfaction.

H1: Work motivation influences job satisfaction at the UPTD Sungai Iyu Health Center, Aceh Tamiang Regency.

The Influence of Work Motivation on Employee Performance

Motivation plays a crucial role for companies or government agencies because it plays a key role in supporting the coaching, development, and direction of the workforce, which is an essential part of HR management. Employee performance depends on work motivation, through understanding organizational goals and paying attention to the organization's expectations of them as members of the organization. Numerous studies have found a positive association with employee performance, meaning that motivation levels can be used as a significant measure in evaluating performance quality. Based on various previous studies, including those by Junaedi, MA, & Digidowiseiso (2023), Dewi & Suwandana (2024), Redho Syahwaldi Putra et al. (2024), Hari Mulyana et al. (2023), and Saifudin et al. (2024), evidence has been found that work motivation has a significant influence on employee performance.

H2: Work motivation has a significant effect on employee performance at the UPTD Sungai Iyu Health Center, Aceh Tamiang Regency.

The Influence of Job Satisfaction on Employee Performance

Job satisfaction has the potential to strengthen employees' confidence in their ability to perform tasks that are strategically valuable to the organization. In other words, this level of satisfaction is unique to each individual, influenced by their expectations and aspirations for performance. Job satisfaction is crucial for creating a healthy workplace, improving work-life balance, supporting employee well-being, and enhancing employee performance. Based on findings reported by Dewi & Suwandana (2024), Junaedi, MA, & Digidowiseiso (2023), Redho Syahwaldi Putra et al. (2024), Saifudin et al. (2024), and Bagaskara et al. (2024), job satisfaction has been shown to have a positive influence on employee performance. Thus, variations in employee satisfaction levels directly impact their performance.

H3: Job satisfaction influences employee performance at the UPTD Sungai Iyu Health Center, Aceh Tamiang Regency.

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

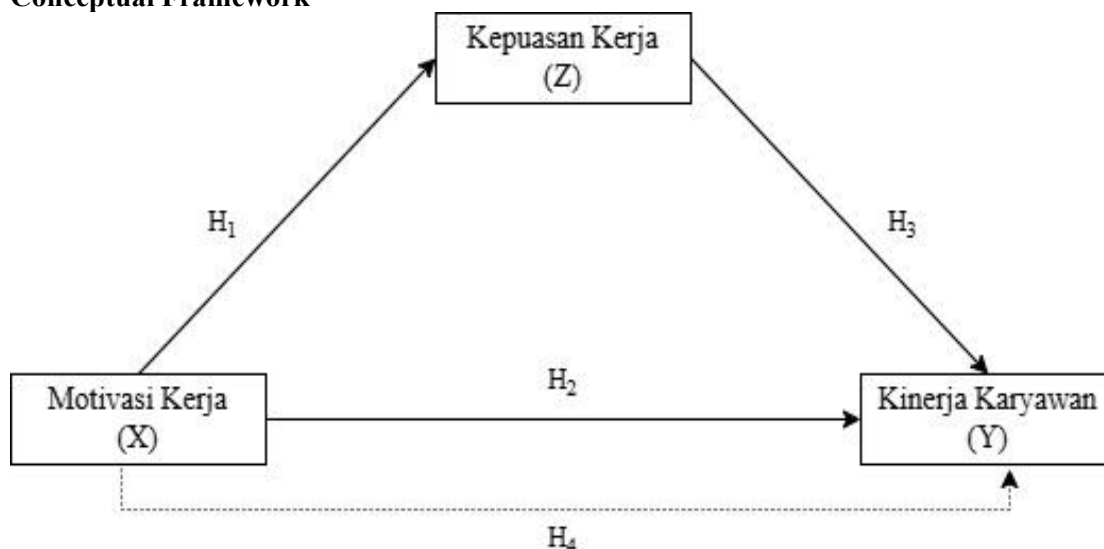
Employee performance plays a central role in the progress of an organization or institution. Motivation can be understood as an intrinsic drive that drives, guides, and directs a person's behavior. Job satisfaction is highly personal, as each individual assesses satisfaction based on their inherent values. Furthermore, job satisfaction serves as a mediator that bridges the influence of work motivation on employee performance. Employee performance will emerge and everything will run smoothly when work motivation is carried out well. Providing encouragement to employees' work enthusiasm is also considered good, accompanied by the enthusiasm radiated by each leader to employees can provide satisfaction in their work. According to Mariyatul Hasanah et al., (2024), Dewi & Suwandana (2024), Junaedi, MA, & Digidowiseiso, K. (2023), Redho Syahwaldi Putra et al., (2024), Saifudin et al., (2024), that there is a positive influence of work motivation on employee performance and is strengthened by job satisfaction as an intervening variable.

H4: Work motivation influences employee performance through job satisfaction as an intervening variable at the UPTD Sungai Iyu Health Center, Aceh Tamiang Regency.

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Conceptual Framework



Picture1 Conceptual Framework

METHOD

Research Objects and Locations

This study was conducted at the UPTD Sungai Iyu Health Center, Bendahara District, Aceh Tamiang Regency, and involved all active workers on duty in the unit as research objects.

Population and Sample

A population is the entire object of study targeted in a research study. As explained by Sugiyono (2019), "a population is a collection of individuals or subjects with specific characteristics and dimensions, which are then determined by researchers as the basis for drawing conclusions." In the context of this research, the population includes 82 dedicated employees at the Sungai Iyu Community Health Center Technical Implementation Unit (UPTD) in Aceh Tamiang Regency.

Table1 Population

No.	Type	Amount
1	Nurse	34
2	Midwife	46
3	Administrative Staff	2
Total number		82

Sample

A sample can be defined as a subset of a population that represents the specific attributes being studied (Sugiyono, 2021). When the population is too large to be studied as a whole due to limited funds, personnel, or or time, a portion of the population is selected as a sample. Data obtained from this sample can then be used to generalize to the population as a whole. In this study, the Probability Sampling method was used, a random sampling technique that ensures each member of the population has an equal chance of being selected (Sugiyono, 2021). The sample size in this study was determined using the Slovin formula with a 5% error tolerance, ensuring that the margin of error in sampling remains within acceptable limits. The Slovin formula used to calculate the sample size is as follows:

$$n = \frac{N}{1 + Ne^2}$$

Information :

n = Sample Size

N = Total population

e = Margin of error (5%)

Then the number of samples is calculated as follows:

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$$n = \frac{N}{1 + \frac{Ne^2}{82}}$$

$$n = \frac{82}{1 + 82(0,05)^2} = 68,05$$

$$n = 68.05 \text{ or } 68 \text{ (rounded)}$$

Based on the explanation above, the number of samples used as research objects was 68 permanent employees at the UPTD Sungai Iyu Health Center, Aceh Tamiang.

Data collection technique

The methodological approach used in this study involved distributing questionnaires to employees of the Sungai Iyu Community Health Center (UPTD) in Aceh Tamiang Regency through a direct survey. This method involved presenting a series of closed-ended questions to respondents. Each question was rated using a 1–5 interval scale, representing options ranging from strongly agree, agree, neutral, disagree, to strongly disagree. Furthermore, this study employed a Measurement Scale. As explained by Sugiyono (2019), a measurement scale serves as the basis for determining the interval size in a research instrument. In this way, data obtained from the measuring instrument can be processed into meaningful quantitative information. The author employed a Likert scale in the questionnaire measurement. The Likert scale is applied to assess the attitudes, views, and perceptions of individuals and groups toward a social phenomenon. With this scale, the research variables are broken down into several indicators, which then serve as the basis for compiling instrument items, both in the form of statements and questions. Each respondent's answer is classified into levels ranging from very positive to very negative (Sugiyono, 2019).

RESULTS AND DISCUSSION

Validity Test

Table 2 Validity Test Results

Variables	Indicator	A	Rtable	Rhitung	Information
Work Motivation (X)	MK.1	0.05	0.2387	0.789	Valid
	MK.2	0.05	0.2387	0.798	Valid
	MK.3	0.05	0.2387	0.829	Valid
	MK.4	0.05	0.2387	0.813	Valid
	MK.5	0.05	0.2387	0.794	Valid
Job Satisfaction (Z)	KK.1	0.05	0.2387	0.806	Valid
	KK.2	0.05	0.2387	0.821	Valid
	KK.3	0.05	0.2387	0.820	Valid
	KK.4	0.05	0.2387	0.835	Valid
	KK.5	0.05	0.2387	0.858	Valid
Employee Performance (Y)	KKN.1	0.05	0.2387	0.823	Valid
	KKN.2	0.05	0.2387	0.791	Valid
	KKN.3	0.05	0.2387	0.833	Valid
	KKN.4	0.05	0.2387	0.823	Valid
	KKN.5	0.05	0.2387	0.775	Valid

Source: Processed Data (2025)

Referring to Table 2, all calculated r values for each item exceed the table r of 0.2387, so it can be interpreted that all statement items in the questionnaire meet the validity criteria.

Reliability Test

Table 3 Reliability Test Results

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Variables	<i>Cronbach's alpha</i>	<i>Alpha standard</i>	Information
Work Motivation (X)	0.862	0.60	Reliable
Job Satisfaction (Z)	0.884	0.60	Reliable
Employee Performance (Y)	0.868	0.60	Reliable

Source: Processed Data (2025)

Table 3 shows that the Cronbach's Alpha values for all research variables are above the threshold of 0.60, indicating that the questionnaire instrument produces stable, reliable answers and is ready for analysis.

Normality Test

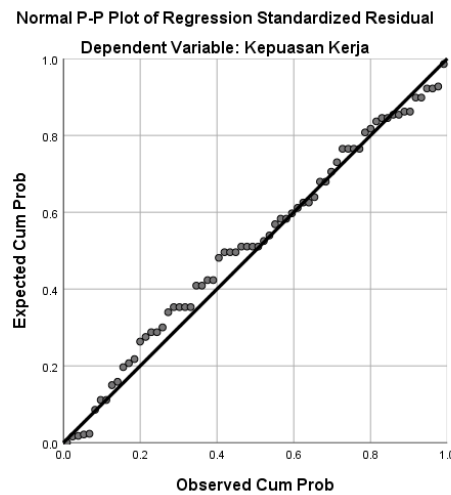


Figure 2 Normality Probability p-plot Model I

Figure 2 shows that both the independent and dependent variables exhibit a normal distribution pattern. The points on the Normal Probability Plot are scattered around the diagonal line and follow the center of the curve without widening. This indicates that both the first and second regression models can be used, as they meet the normality assumption criteria.

Heteroscedasticity Test

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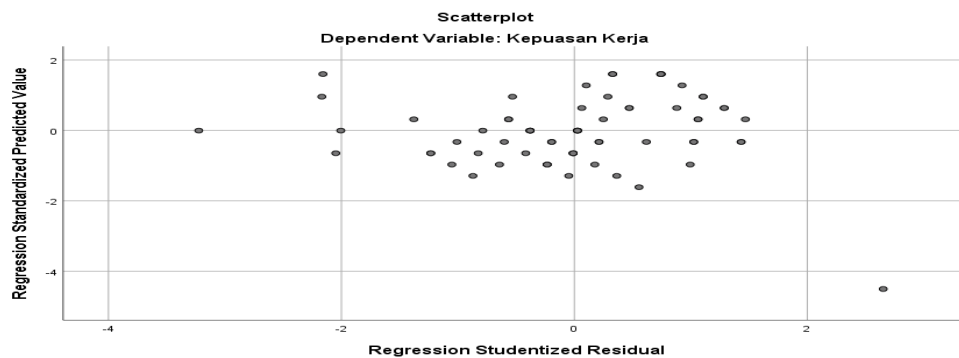


Figure 3 Scatterplot Model I

The points on the graph appear to be homogeneously distributed above and below the zero axis, and do not form a particular pattern; this indicates that the research data is safe from heteroscedasticity symptoms.

Multicollinearity Test

Table 4 Results of Multicollinearity Testing of Model I

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work motivation	1,000	1,000

a. Dependent Variable: Z

Source: Processed Data (2025)

Correlation Coefficient (R) Test

Table 5 Correlation Coefficient of Model I

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.499a	.249	.237	2.47906

a. Predictors: (Constant), Work Motivation (X)

b. Dependent Variable: Job Satisfaction (Z)

Based on Table 5, the calculation results show a correlation of 0.499 with a significance value of 0.000, lower than the 0.05 threshold. This indicates that Work Motivation (X) has a constructive and meaningful impact on Job Satisfaction (Z). The magnitude of the correlation falls into the fairly strong category, in accordance with the interpretation of the correlation value.

Coefficient of Determination Test

Table 6 Termination Coefficients of Model I

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.499a	.249	.237	2.47906

a. Predictors: (Constant), Work Motivation (X)

b. Dependent Variable: Job Satisfaction (Z)

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Referring to Table 6, the model summary results show an R Square (R^2) value of 0.237. This value indicates that Work Motivation explains 23.7% of the variation in Job Satisfaction, while the remaining 76.3% is influenced by other factors outside the model.

Simultaneous Significance Test (F Test)

Table 7 Results of Simultaneous Regression Analysis (F Test)

Model		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	305,274	2	152,637	37,927	.000b
	Residual	261,593	65	4,025		
	Total	566,868	67			

a. Dependent Variable: employee performance (Y)

b. Predictors: (Constant), Job Satisfaction (Z), Work Motivation (X)

The findings of the statistical analysis show that the calculated F value reached 37.927 with a significance level of 0.000. Considering that the probability value is far below the 0.05 threshold, it can be confirmed that Work Motivation and Job Satisfaction simultaneously have a significant influence on Employee Performance.

Path Analysis Test

To see the direct effect, it can be formulated as follows:

1. The influence of work motivation on job satisfaction
 $X \rightarrow Z = 0.455$
2. The influence of work motivation on employee performance
 $X \rightarrow Y = 0.204$
3. The influence of job satisfaction on employee performance
 $Z \rightarrow Y = 0.615$

To calculate the indirect effect of variable X on Y through intervening M, it can be formulated as follows:

1. $X \rightarrow Z \rightarrow Y = (0.455 \times 0.615) = 0.279$

To see the total effect, it can be formulated as follows:

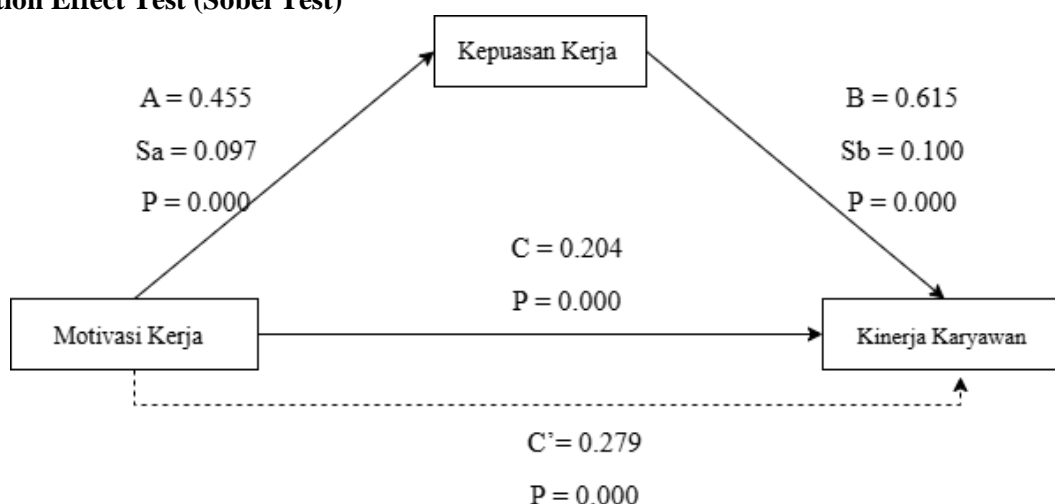
2. The influence of work motivation on employee performance through job satisfaction
 $X \rightarrow Z \rightarrow Y = (0.455 + 0.615) = 1.07$
3. The influence of work motivation on employee performance
 $X \rightarrow Y = 0.204$
4. The influence of job satisfaction on employee performance
 $Z \rightarrow Y = 0.615$

The results of the indirect calculation (indirect effect) that was carried out in this study through regression obtained a value of 0.279.

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Mediation Effect Test (Sobel Test)



From the figure above, it can be seen that the coefficients on paths A, B, and C show significance, as does path C'. This indicates the presence of partial mediation, which means that Work Motivation (independent variable) significantly influences Employee Performance (dependent variable) through Job Satisfaction as an intermediary variable. With these results, hypothesis 4 is declared proven, which confirms that Work Motivation influences Employee Performance through the mediating role of Job Satisfaction at the UPTD Sungai Iyu Health Center, Aceh Tamiang Regency..

The Influence of Work Motivation on Job Satisfaction

Based on the calculation results, the correlation between Work Motivation (X) and Job Satisfaction (Z) obtained a coefficient of 0.445 with a probability value of 0.000, which is below the threshold of 0.05. This finding suggests that increasing Work Motivation can significantly encourage an increase in Job Satisfaction at the UPTD Sungai Iyu Health Center, Aceh Tamiang Regency. Thus, the second hypothesis (H2) is accepted. Thus, it can be emphasized that escalation in employee Work Motivation will have consequences in the form of an increase in the level of Job Satisfaction they feel. Work Motivation is a force originating from internal and external factors that makes a person enthusiastic about working, such as the desire to achieve, receive awards, or achieve personal and organizational goals. When employee work motivation is high, they will be more involved in their work, more committed, and feel more satisfied because they can meet personal and organizational expectations. The findings of this study are in line with the results reported by Putra & Pasaribu (2020), which confirmed that Work Motivation plays a positive role in increasing employee Job Satisfaction at the Padang City Health Center. In line with this, a study conducted by Ramdhani et al. (2025) also showed that work motivation has a direct and significant influence on job satisfaction.

The Influence of Work Motivation on Employee Performance

The results of the relationship test between Work Motivation (X) and Employee Performance (Y) showed a coefficient of 0.204 with a significance level of $0.028 \leq 0.05$. This finding confirms that Work Motivation provides a positive and meaningful contribution directly to improving Employee Performance at the UPTD Sungai Iyu Health Center, Aceh Tamiang Regency. Thus, the first hypothesis (H1) is accepted. Employees with high work motivation tend to display stronger work energy and enthusiasm, high responsibility, and more optimal work results. Motivation is the main driving force that directs employee behavior in achieving organizational targets and goals. This study is strengthened by the findings of Lusri (2017) at PT Borwita Citra Prima, Surabaya. This condition reflects that Work Motivation has a direct, positive and substantial impact on Employee Performance. Similar findings were obtained by Sembiring et al., (2022) who studied government agency employees in Deli Serdang. The results showed that work motivation has a significant positive influence on employee performance. Estrada & Mellita (2024) also found that motivation directly impacted the performance of medical personnel, even before considering job satisfaction as a mediator. This demonstrates the importance of motivational drive in work sectors that require high levels of dedication.

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The Influence of Job Satisfaction on Employee Performance

The analysis findings show that the relationship between Job Satisfaction (Z) and Employee Performance (Y) has a coefficient of 0.615 with a significance of $0.000 \leq 0.05$. This condition confirms that Job Satisfaction has a real and constructive impact on Employee Performance at the UPTD Sungai Iyu Health Center, Aceh Tamiang Regency. Thus, the third hypothesis (H3) is accepted. This means that when employees feel satisfied in their work, they tend to show a higher level of commitment, loyalty, and are able to increase work productivity. Job satisfaction has a positive impact on employee attitudes and work behavior, including completing tasks more efficiently, providing better service, and striving to make maximum contributions to the organization. These results are reinforced by research by Akbar Hidayat (2022) which indicates that Job Satisfaction has a constructive and significant effect on employee performance at UMM Hospital Malang. In addition, Estrada & Mellita (2024) in their research at Bhayangkara Hospital Palembang found that job satisfaction not only has a direct impact on performance but is also an important mediator between motivation and performance. This condition suggests that job satisfaction serves as a crucial determinant factor in supporting optimal performance in the public service sector. Similar research conducted by Sujarwo & Wahjono (2023) at the Semarang LKP (LKP), which indicates that job satisfaction plays a crucial role in encouraging creative action and has a direct influence on improving the performance of non-formal education organizations.

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

The results of the calculation using the Sobel Test through an interactive tool for mediation testing show that the test statistic is $3.677 > 2.00$, p-value $0.010 < 0.05$, and standard error 0.074. Based on Figure 4.10, the coefficient of path A (Motivation \rightarrow Satisfaction) is significant, path B (Satisfaction \rightarrow Performance) is significant, path C (Motivation \rightarrow Total Performance) is significant, and path C' (direct) is also significant. Thus, it can be concluded that there is partial mediation. This means that job satisfaction significantly mediates Work Motivation, which has dual implications for Employee Performance: in addition to having a direct influence, it also channels a positive impact through the mediation path of Job Satisfaction and **the fourth hypothesis (H4) is accepted**. This means that job satisfaction is an intermediary factor that strengthens the relationship between motivation and employee performance. When an employee is highly motivated, such as by the desire to achieve, gain recognition, and develop in their career, they will feel more satisfied with their work. This satisfaction then encourages employees to demonstrate higher levels of hard work, discipline, and responsibility, thereby improving overall performance. The findings of this study support the results of Safrianti (2020) who emphasized that Organizational Commitment acts as a mediator in the relationship between Transactional Leadership and Employee Performance. Similar findings were also expressed by Delima (2020), who showed that Job Satisfaction functions as a mediating variable in the relationship between work motivation and performance, with a statistically significant indirect effect in manufacturing companies. Thus, it can be concluded that Job Satisfaction is a link between Work Motivation and Employee Performance. This means that when work motivation drives increased satisfaction, it will in turn maximize employee performance achievements.

CONCLUSION

1. There is a significant and positive relationship between work motivation and job satisfaction. The higher an employee's work motivation, the greater their perceived level of satisfaction. Motivation stemming from the desire to achieve, gain recognition, and develop themselves will encourage employees to feel satisfied with their work.
2. The higher the work motivation, the greater the increase in employee performance. Work positively and significantly influences employee performance. Highly motivated employees tend to be more enthusiastic, responsible, and goal-oriented, thus improving their performance. This demonstrates that work motivation is a key driver of employee success in carrying out their duties and responsibilities at the Sungai Iyu Community Health Center.
3. High levels of job satisfaction have direct implications for improving employee performance. Employees who are satisfied with their jobs demonstrate high levels of loyalty, engagement, and work ethic. Job satisfaction has been shown to be a key factor in improving individual performance in public service work environments such as community health centers.

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4. Partial mediation of job satisfaction strengthens the influence of work motivation on improving employee performance.

The Sobel Test findings indicate that motivation influences performance both directly and indirectly, with job satisfaction acting as a mediator. This means that motivated employees will feel satisfied, and this satisfaction will subsequently impact performance improvement. This finding reinforces the role of job satisfaction as a mediator, demonstrating the influence of motivation on performance.

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