

Effect Of Work Characteristics On Employee Performance With Motivation And Jobsatisfaction As Mediator (Study On Financesection Of East Kutai Regency Secretariat)

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ABSTRACT: *This research involved all Employees of the Finance Department of the Secretariat of East Kutai Regency. The sample in this study is all civil servants who numbered as many as 52 people, the analysis data used by the author is Structural Equation Modelling-Partial Least Square (SEM-PLS). The results showed that the characteristics of the work there is a positive and significant relationship to the motivation of employees, job characteristics there are positive and significant relationships to employee job satisfaction, characteristics of work there are negative and insignificant relationships to employee performance, work motivation there is a positive and significant relationship to employee performance, work motivation there is a positive and significant relationship to employee satisfaction, job satisfaction there is a positive and significant relationship to employee performance, job characteristics there is a positive and significant relationship to the performance through job satisfaction of employees of the Secretariat Of East Kutai Regency.*

KEY WORD: *Job Characteristics, Employee Performance, Work Motivation, Employee Satisfaction*

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I. INTRODUCTION

The phenomenon that occurs that the characteristics of work in the Finance Department of the Secretariat of East Kutai Regency makes employees assume responsibility in one area of work, but those responsibilities do not necessarily motivate employees to work better. Similarly, job satisfaction, that responsibility for the job does not automatically make employees feel satisfied and dissatisfied that ultimately has implications for its performance. Referring to the phenomenon and using the characteristics model of the work of (Oldham & Hackman, 2010), as well as to confirm the truth of the theory, the author tries to examine the relationship of work characteristics to performance with motivation and satisfaction as a mediator variable in the case of the Secretariat Section in the Finance Section of the Secretariat of East Kutai Regency.

The author took the object of research on the working environment of civil servants (CIVIL SERVANTS) in the Finance Section of the Secretariat of East Kutai Regency, which consists of a sub-section of planning, a sub-section of finance, and a general sub-section. The choice of this object on consideration of the phenomenon that occurs is: First, this service is a service that has a complexity of work that is quite complicated. Because it collects administrative tasks ranging from planning to budgeting and accountability in the Financial Section of the Secretariat of East Kutai Regency. Moreover, the Finance Department of the Secretariat of East Kutai Regency is a vital service that determines the quantity and quality of regional finances. Second, the Finance Section of the Secretariat of East Kutai Regency is generally more dominant with the administrative affairs of planning, budgeting, and evaluation, so that the characteristic elements of the work are very strong in determining the effectiveness of achievement of the overall performance of the organization.

Governance of government organizations has an organizational culture and objectives that are different from profit-oriented business organizations. In this case the characteristics of work, motivation, and job satisfaction can be used as a simulation to determine the influence on the performance of employees in the organization. Empirical studies show job characteristics affect job satisfaction (Djastuti, 2010); (Sudarsono, 2010); (Waspodo & Anggraeni, 2013). But the influence of the characteristics of the work varies where some find the influence positive the other part is negative. Empirical studies that found a positive influence of work characteristics on performance were (Bhatti, Syed, & Shaikh, 2012). (Djastuti, 2010) in his study also found a positive influence of work characteristics on organizational commitment. A study from (Engko, 2008) also found job satisfaction had a positive effect on performance. In principle the organization is a group of human individuals who gather to achieve the final target of performance, both individual performance, team

performance and organizational performance (Sugiyanto, 2012). Because the achievement of this performance is very determined by humans, where the organization consists of a group of people, then this variable becomes unique given the dynamic human behavior and human interaction with other human beings in the organization as well as humans with the organization.

II. LITERATURE REVIEW

Relationship characteristics of work and motivation Work

Based on the theory of occupational characteristics according to (Oldham & Hackman, 2010) states that the characteristics of the work involve on several dimensions namely the variation of skills, task identity, autonomy and feedback. The model of job characteristics based on (Robbins & Judge, 2012) is based on the idea that the task itself is the key to employee motivation. Boring and monotonous work inhibits the motivation to do a good job, while challenging work increases motivation, so the higher the characteristics of the job, the more likely it is that the employee will be motivated in his work, so that in the end the characteristics of the job affect the motivation of the employee. Research conducted by (Azash et al., 2012), (Mendoza, Nasution, & Matondang, 2018), (Rosmiati, Ekawarna, & Haryanto, 2018), (Rijanti, Priyono, & Nugroho, 2017), (Djastuti, 2010) stated that the characteristics of the work have a significant effect on employee motivation, while research conducted by (Batchelor, Abston, Lawlor, & Burch, 2014) states that not all predictors of job characteristics can have a significant effect on work motivation.

H1: The characteristics of the work have a positive and significant relationship to motivation

Relationship characteristics of work and job satisfaction

Based on the theory of occupational characteristics according to (Oldham & Hackman, 2010) which involves autonomy in his work. (Robbins & Judge, 2012) stated that if people whose work involves a high level of autonomy or independence will improve the quality of responsibility becomes greater, then when provided adequate feedback, employees will develop a useful understanding of their roles and functions. This is referred to as three psychological conditions experienced by employees, so the greater the level of characteristics in this job, the more likely it is that employees will feel satisfaction in the job. Research conducted by (Azash et al., 2012), (Rosmiati et al., 2018), (Sugianto, Hermanto, Muhyi, & Purnomo, 2018), (Djastuti, 2010) stated that the characteristics of work have a significant influence on employee job satisfaction. In contrast to the research conducted by (Fauzan, 2020), (Sarwoko, 2005), (Na-Nan & Pukkeeree, 2013) stated that the characteristics of the work have a positive but insignificant effect on employee job satisfaction.

H2: Job characteristics have a positive and significant relationship to job satisfaction

Relationship of employee characteristics and performance

(Wexley & Yukl, 2013) performance covers business, loyalty, potential, leadership, and work morals. Professions are seen in three aspects, namely the behavior that a person shows in work, the real results or *outcomes* that workers achieve, and the assessment of factors such as motivation, loyalty, initiative, leadership potential and work morale. Organizations are where different types of work are located and this is where the interaction between employees and work occurs. The function of the work is to meet the needs of the organization as well as the needs of employees, so workers need to be designed to meet those needs. Various jobs that exist turns out that each has a different type, nature and characteristics, but nevertheless each job has a core dimension that is characteristic of the similarity of the various jobs, so it can be concluded that performance achievement can be determined through the characteristics of the work owned by employees. (Greenberg & Baron, 2007) states that the job characteristics model identifies how work can be designed to help people feel like they are doing meaningful and valuable work aimed at achieving optimal performance. Job characteristics according to (Oldham & Hackman, 2010) that the presence of certain job characteristics will lead to a positive experience, self-esteem response when working well will result in an urge for individuals to strive to work better. Thus, the characteristic of the work is an assessment of what is done in the work to support the improvement of performance consisting of the form of work, authority and conditions inherent in each job that ultimately has a positive impact on the performance of employees are getting higher. Research conducted by (Mendoza et al., 2018), (Nurtjahjono, Nimran, Al Musadieq, & Utami, 2020), (Rijanti et al., 2017) stated that the characteristics of the work have a significant influence on employee performance, while research conducted by (Sugianto et al., 2018), (Fauzan, 2020) states that the characteristics of work have no significant effect on employee performance.

H3: Characteristics work there is a positive and significant relationship to the performance of employees

Relationship of work motivation and employee performance

One of the factors that affect the performance of employees is the motivation factor, where motivation is a condition that moves a person trying to achieve the desired goal or achieve the desired result. The formation of strong motivation, it will be able to produce good results or performance as well as quality of the work carried out. This means that any increase in motivation possessed by employees in carrying out their work will provide improvements to their performance (Kreitner & Kinicki, 2008). According to (Gibson, 2006), individual performance is influenced by motivational factors, abilities, and work environment. Motivational factors have a direct relationship with the individual performance of employees. Meanwhile, individual capability factors and work environment have an indirect relationship with performance. Both factors will affect the motivation of employee's work. Therefore, the position and relationship, it is very strategic if the development of individual employee performance starts from increasing work motivation. Employees and organizations are two things that can't be separated. Employees play a major role in running the wheel of the organization's life. If the employee has high performance and motivation, then the wheel speed will run fast with the speed of the wheel, eventually will produce good performance and achievement for the organization. On the other hand, how could the wheels of the organization run well if the employees worked That is, employees do not have a high spirit of work, are not tenacious in work, and have a low morale. This research is supported by several empirical studies, research conducted by (Mendoza et al., 2018), Purnama, Nasution, & (Absah, 2019), (Badra, 2005), stated that work motivation has a significant influence on employee performance, in contrast to research conducted by (Rijanti et al., 2017), (Purnamasari, 2019) stated that work motivation has no significant effect on employee performance.

H4: Work motivation has a positive and significant relationship to employee performance

Motivational Relationships and Employee Job Satisfaction

High motivation that exists in employees is a capital for an organization to be able to realize high job satisfaction, this is certainly an expectation that the organization wants to achieve. Organizations can choose how to motivate employees appropriately and according to the situation and conditions of the organization. (Robbins, 2015) said that the motivational relationship to job satisfaction is the motivation that exists in a person is the driving force that realizes a behavior in order to achieve the goal of self-satisfaction. The motivational relationship to job satisfaction is that if an individual is motivated, they will make a positive choice to do something, because it can satisfy their desires. Work performance disrupts the important factors of officers in supporting their security goals. Work performance disrupts the emotional attitude that resonates with or does not perceive what the army officers perceive. Research conducted by (Rosmiati et al., 2018), (Ahmed et al., 2010) stated that there is a significant relationship between employee work motivation and employee job satisfaction, in contrast to research conducted by (Dhermawan et al., 2012) which has different research results, stating that work motivation has an insignificant influence on employee job satisfaction.

H5: Work motivation has a positive and significant relationship to employee satisfaction

Relationship of job satisfaction and employee performance

Basically job satisfaction is an individual thing where everyone has a different level of job satisfaction (Robbins, 2015). Job satisfaction has a significant relationship with performance, furthermore employees who feel satisfied with the job usually work harder and better than employees who experience stress and insatiable in their work. (Gibson, 2006). Empirical study conducted by (Sugianto et al., 2018), (Fauzan, 2020), (Fadlallah, 2015), (Adianto & Agustin, 2005), (Indrawati, 2013), (Kassem & Sarhan, 2013), (Suwardi & Utomo, 2011), (Azeem, 2010), (Chiun Lo & Ramayah, 2011), and (Furnham, Eracleous, & Premuzic, 2009) managed to prove the effect of job satisfaction on performance can be proven through the results of the study has a significant relationship. Different things found by (Hidayah & Tobing, 2018) stated that job satisfaction affects employee performance with insignificant relationships.

H6: Job satisfaction has a positive and significant relationship to employee performance

Relationship of work characteristics to performance through motivation

Some empirical studies prove the influence of work characteristics on employee performance with motivation as a mediation variable. Research conducted by Ramdhani & (Sridadi, 2019), (Sarwoko, 2005) stated that motivation proved able to be a mediation variable because motivation is able to influence in relation between work characteristics to employee performance. The causal relationship path between the characteristics of work to performance is obtained through the causal relationship between the characteristics of the work to the performance through motivation and job satisfaction, the causal relationship between the characteristics of work

to performance through motivation is the relationship that gives the greatest influence on performance. In contrast to the research conducted by (Rijanti et al., 2017),(Affandy, 2016) stated that motivation has not been able to as a mediation variable in relation between the characteristics of work to performance through employee work motivation.

H7: Job characteristics have a positive and significant relationship to performance through employee motivation

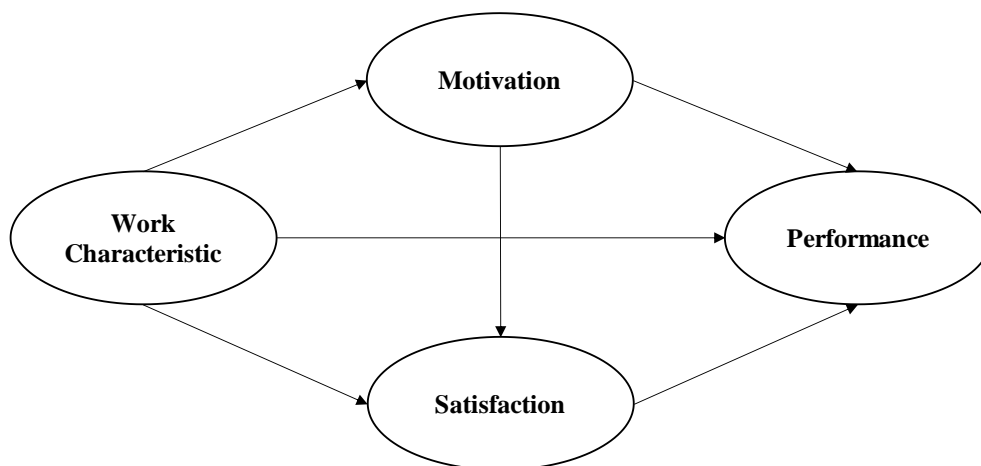
Relationship of job characteristics to performance through job satisfaction

Empirical studies found a positive and significant relationship of job characteristics and performance through job satisfaction. Research conducted by (Adianto & Agustin, 2005), (Djastuti, 2010), (Lumbanraja& Nizma, 2010), (Waspodo& Anggraeni, 2013) found that job satisfaction is able to be a mediation variable in affecting the relationship between work characteristics and employee performance. The relationship between job characteristics to employee performance through job satisfaction can be illustrated through the higher job characteristics will improve job satisfaction and positively impact performance. The influence of job characteristics on job satisfaction, where the improvement of job characteristics will result in increased job satisfaction of employees, furthermore this job satisfaction can affect employee performance. This is because satisfaction is an emotional response to positive attitudes, feelings, attitudes so that in tangible reality it becomes positive action.

H8: Job characteristics have a positive and significant relationship to performance through job satisfaction

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2021

III. RESEARCH METHODOLOGY

The type of statistic used in this research is quantitative information, it is information in the form of values or information on the results of questionnaire scoring. There is also a source of information used in this research which is the main information. Basic information is information that is obtained directly from the subject being monitored and for related research needs. Main information is obtained by sharing the problem (questionnaire).The population in this research is all employees at Finance Section of East Kutai Regency Secretariat, amounting to 52 employees. The illustration procedure for boredom is a method of determining the illustration when the entire population body is used as an illustration, as a result, the illustration in this research is 52 respondents or employees. In this research, information analysis uses the partial least square (PLS) approach. Partial least square analysis (PLS) is a multivariate statistical method that performs comparisons between multiple limited variables and multiple independent variables. PLS is a version of the SEM statistical procedure designed to solve multiple regressions when special cases exist in information, such as small research illustration dimensions, missing values, and multicollinearity.

IV. RESULT AND DISCUSSION

Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. In particular, multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross loading value.

Table 1: Evaluation of Measurement Model

Variables and Indicators	Loadings	Composite Reliability	\sqrt{AVE}	Cross Loading
<ul style="list-style-type: none"> • Work Characteristic Variety of skills on the job(X₁) Task identity(X₂) The significance of the task(X₃) Autonomy(X₄) Feedback(X₅) 	0.892 0.855 0.903 0.896 0.815	0.941	0.873	Yes
<ul style="list-style-type: none"> • Motivation Concern(Y_{1,1}) Feeling happy about work(Y_{1,2}) Opportunity to actualize(Y_{1,3}) Interest in work(Y_{1,4}) Benefits based on workload(Y_{1,5}) 	0.793 0.633 0.854 0.837 0.878	0.900	0.804	Yes
<ul style="list-style-type: none"> • Satisfaction Work allowance(Y_{2,1}) Treatment of superiors(Y_{2,2}) Working environment conditions(Y_{2,3}) Interaction with colleagues(Y_{2,5}) 	0.603 0.853 0.860 0.785	0.861	0.782	Yes
<ul style="list-style-type: none"> • Performance Quality(Y_{3,1}) Quantity(Y_{3,2}) Punctuality(Y_{3,3}) Need for supervision(Y_{3,4}) Interaction with colleagues(Y_{3,5}) 	0.914 0.894 0.920 0.901 0.707	0.940	0.871	Yes

Source: Calculated using SmartPLS, 2021

Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2.

Based on Table 2, the results of hypothesis testing can be interpreted as follows:

1. The characteristics of the work have a positive and significant relationship to the motivation of employees of the Financial Section of the Secretariat of East Kutai Regency, this can be proven through the coefficient value of 0.914 and the T-Statistic value of 33.945 > 1.96 and P Values 0.000 < 0.05.
2. The characteristics of the work have a positive and significant relationship to the job satisfaction of employees of the Financial Section of the Secretariat of East Kutai Regency, this can be proven through the coefficient value of 0.537 and the T-Statistic value of 4,012 > 1.96 and P Values 0.000 < 0.05.
3. Characteristics work there is a negative and insignificant relationship to the performance of employees of the Financial Section of the Secretariat of East Kutai Regency, this can be proven through the coefficient value of -0.262 and the T-Statistic value of 1,262 < 1.96 and P Values 0.208 > 0.05.
4. Work motivation there is a positive and significant relationship to the performance of employees of the Financial Section of the Secretariat of East Kutai Regency, this can be proven through the coefficient value of 0.608 and the T-Statistic value of 3.182 > 1.96 and P Values 0.002 < 0.05.

5. Work motivation there is a positive and significant relationship to the satisfaction of employees of the Financial Department of the Secretariat of East Kutai Regency, this can be proven through the coefficient value of 0.399 and the T-Statistic value of 2.989 > 1.96 and P Values 0.003 < 0.05.
6. Job satisfaction has a positive and significant relationship to the performance of employees of the Financial Section of the Secretariat of East Kutai Regency, this can be proven through a coefficient value of 0.591 and a T-Statistic value of 4,082 > 1.96 and P Values of 0.000 < 0.05.
7. The characteristics of the work have a positive and significant relationship to performance through the motivation of employees of the Financial Section of the Secretariat of East Kutai Regency, this can be proven through a coefficient value of 0.556 and a T-Statistic value of 3,049 > 1.96 and P Values of 0.002 < 0.05.
8. The characteristics of the work there is a positive and significant relationship to performance through the job satisfaction of employees of the Financial Section of the Secretariat of East Kutai Regency, this can be proven through the coefficient value of 0.317 and the T-Statistic value of 2,891 > 1.96 and P Values 0.004 < 0.05.

Table 2. Bootstrapping Results

Path Coefficients				
Variable	Original Sample	t Statistics	p Values	5% Significance Level
Characteristics of the work to motivation	0,914	33,945	0,000	Significant
Job characteristics to job satisfaction	0,537	4,012	0,000	Significant
Characteristics work to the performance of employees	-0,262	1,262	0,208	Not Significant
Work motivation to employee performance	0,608	3,182	0,002	Significant
Work motivation to employee satisfaction	0,339	2,898	0,003	Significant
Job satisfaction to employee performance	0,591	4,082	0,000	Significant
Job characteristics to performance through employee motivation	0,556	3,049	0,002	Significant
Job characteristics to performance through job satisfaction	0,317	2,891	0,004	Significant

Source: Calculated using SmartPLS, 2021

Discussion

The characteristics of the work have a positive and significant relationship to the motivation of employees of the Financial Section of the Secretariat of East Kutai Regency, this means that the characteristics of the work measured through variations in skills in employment, task identity, the significance of the task, autonomy and feedback have been able to encourage increased employee work motivation as measured by concern, pleasure in the job, opportunities for actualization, interest in work, and financial compensation in real or significant. Based on the theory of occupational characteristics according to (Oldham & Hackman, 2010) states that the characteristics of the work involve on several dimensions namely the variation of skills, task identity, autonomy, and feedback. The model of job characteristics based on (Robbins & Judge, 2012) is based on the idea that the task itself is the key to motivating employees. Boring and monotonous work inhibits the motivation to do a good job, while challenging work increases motivation, so the higher the characteristics of the job, the more likely it is that the employee will be motivated in his work, so that in the end the characteristics of the job affect the motivation of the employee. Research conducted by (Azash et al., 2012), (Mendoza, Nasution, & Matondang, 2018), (Rosmiati, Ekawarna, & Haryanto, 2018), (Rijanti, Priyono, & Nugroho, 2017), (Djastuti, 2010) stated that the characteristics of the work have a significant effect on employee motivation, while research conducted by (Batchelor, Abston, Lawlor, & Burch, 2014) states that not all predictors of job characteristics can have a significant effect on work motivation.

Job characteristics have a positive and significant relationship to the job satisfaction of employees of the Financial Section of the Secretariat of East Kutai Regency, this means that the characteristics of the work measured through variations in skills in employment, task identity, task significance, autonomy and feedback have been able to encourage increased employee satisfaction as measured through work allowances, superior treatment, working environment conditions, promotions, and interactions with colleagues in real or significant. Based on the theory of occupational characteristics according to (Oldham & Hackman, 2010) which involves autonomy in his work. (Robbins & Judge, 2012) stated that if people whose work involves a high level of autonomy or independence will improve the quality of responsibility becomes greater, when provided adequate feedback, employees will develop a useful understanding of their roles and functions. This is referred to as three psychological conditions experienced by employees, so the greater the level of characteristics in this job, the more likely it is that employees will feel satisfaction in the job. Research conducted by (Azash et al., 2012), (Rosmiati et al., 2018), (Sugianto, Hermanto, Muhyi, & Purnomo, 2018), (Djastuti, (2010) stated that the

characteristics of work have a significant influence on employee job satisfaction. In contrast to the research conducted by (Fauzan, 2020), (Sarwoko, 2005), (Na-Nan & Pukkeeree, 2013) stated that the characteristics of the work have a positive but insignificant effect on employee job satisfaction.

Characteristic work there is a negative and insignificant relationship to the performance of employees of the Financial Department of the Secretariat of East Kutai Regency, this means that the characteristics of the work are measured through variations in skills in employment, task identity, task significance, autonomy and feedback have not been able to encourage the improvement of employee performance measured through quality (quality), quantity (quantity), timeliness (timeliness), the need for supervision (need for supervision), interaction with colleagues / relatives (interpersonal impact), because it has negative coefficient value and has insignificant influence. (Wexley & Yukl, 2013) performance covers business, loyalty, potential, leadership, and work morals. Professions are seen in three aspects, namely the behavior that a person shows in work, the real results or outcomes that workers achieve, and the assessment of factors such as motivation, loyalty, initiative, leadership potential and work morale. Organizations are where different types of work are located and this is where the interaction between employees and work occurs. The function of the work is to meet the needs of the organization as well as the needs of employees, so workers need to be designed to meet those needs. Various jobs that exist turns out that each has a different type, nature, and characteristics, but nevertheless each job has a core dimension that is characteristic of the similarity of the various jobs, so it can be concluded that performance achievement can be determined through the characteristics of the work owned by employees. (Greenberg & Baron, 2007) states that the job characteristics model identifies how work can be designed to help people feel like they are doing meaningful and valuable work aimed at achieving optimal performance. Job characteristics according to (Oldham & Hackman, 2010) that the presence of certain job characteristics will lead to a positive experience, self-esteem response when working well will result in an urge for individuals to strive to work better. Thus, the characteristic of the work is an assessment of what is done in the work to support the improvement of performance consisting of the form of work, authority, and conditions inherent in each job that ultimately has a positive impact on the performance of employees are getting higher. Research conducted by (Mendoza et al., 2018), (Nurtjahjono, Nimran, Al Musadieq, & Utami, 2020), (Rijanti et al., 2017) stated that the characteristics of the work have a significant influence on employee performance, while research conducted by (Sugianto et al., 2018), (Fauzan, 2020) states that the characteristics of work have no significant effect on employee performance.

Work motivation there is a positive and significant relationship to the performance of employees of the Financial Section of the Secretariat of East Kutai Regency, this means that the motivation of work measured through concern, pleasure for work, opportunities for actualization, interest in work, and financial compensation has been able to encourage the improvement of employee performance measured through quality (quality), quantity (quantity), timeliness (timeliness), the need for supervision (need for supervision), interaction with colleagues / relatives (interpersonal impact) and give a significant influence. One of the factors that affect the performance of employees is the motivation factor, where motivation is a condition that moves a person trying to achieve the desired goal or achieve the desired result. The formation of strong motivation, it will be able to produce good results or performance as well as quality of the work carried out. This means that any increase in motivation possessed by employees in carrying out their work will provide improvements to their performance (Kreitner & Kinicki, 2008). According to (Gibson, 2006), individual performance is influenced by motivational factors, abilities, and work environment. Motivational factors have a direct relationship with the individual performance of employees. Meanwhile, individual capability factors and work environment have an indirect relationship with performance. Both factors will affect the motivation of employees' work. Therefore, the position and relationship, it is very strategic if the development of individual employee performance starts from increasing work motivation. Employees and organizations are two things that can't be separated. Employees play a major role in running the wheel of the organization's life. If the employee has high performance and motivation, then the wheel speed will run fast with the speed of the wheel, eventually will produce good performance and achievement for the organization. On the other hand, how can the wheels of the organization run well if the employees work unproductively. That is, employees do not have a high spirit of work, are not tenacious in work, and have a low morale. This research is supported by several empirical studies, research conducted by Mendoza et al., (2018), Purnama, Nasution, & Absah, (2019), Badra, (2005), stated that work motivation has a significant influence on employee performance, in contrast to research conducted by Rijanti et al., (2017), Purnamasari, (2019) stated that work motivation has no significant effect on employee performance.

Work motivation has a positive and significant relationship to the satisfaction of employees of the Financial Section of the Secretariat of East Kutai Regency, this means that work motivation measured by concern, pleasure for work, opportunities for actualization, interest in work, and financial compensation has been able to encourage increased employee satisfaction as measured through work benefits, superior treatment, working environment conditions, promotions, and interactions with colleagues and give a real or significant

influence. High motivation that exists in employees is a capital for an organization to be able to realize high job satisfaction, this is certainly an expectation that the organization wants to achieve. Organizations can choose how to motivate employees appropriately and according to the situation and conditions of the organization. (Robbins, 2015) said that the motivational relationship to job satisfaction is the motivation that exists in a person is the driving force that realizes a behavior to achieve the goal of self-satisfaction. The motivational relationship to job satisfaction is that if an individual is motivated, they will make a positive choice to do something, because it can satisfy their desires. Work performance disrupts the important factors of officers in supporting their security goals. Work performance disrupts the emotional attitude that resonates with or does not perceive what the army officers perceive. Research conducted by (Rosmiati et al., 2018), (Ahmed et al., 2010) stated that there is a significant relationship between employee work motivation and employee job satisfaction, in contrast to research conducted by (Dhermawan et al., 2012) which has different research results, stating that work motivation has an insignificant influence on employee job satisfaction.

Job satisfaction there is a positive and significant relationship to the performance of employees of the Financial Section of the Secretariat of East Kutai Regency, this means that employee job satisfaction measured through work allowances, treatment of superiors, working environment conditions, promotions, and interactions with colleagues has been able to encourage the improvement of employee performance measured through quality (quality), quantity (quantity), timeliness (timeliness), the need for supervision (need for supervision), interaction with colleagues / relatives (interpersonal impact) and give a significant influence. Basically, job satisfaction is an individual thing where everyone has a different level of job satisfaction Robbins, (2015). Job satisfaction has a significant relationship with performance, furthermore employees who feel satisfied with the job usually work harder and better than employees who experience stress and insatiable in their work. (Gibson, 2006) Empirical study conducted by (Sugianto et al., 2018), (Fauzan, 2020), (Fadlallah, 2015), (Adianto & Agustin, 2005), (Indrawati, 2013), (Kassem & Sarhan, 2013), (Suwardi & Utomo, 2011), (Azeem, 2010), (Chiun Lo & Ramayah, 2011), and (Furnham, Eracleous, & Premuzic, 2009) managed to prove the effect of job satisfaction on performance can be proven through the results of the study has a significant relationship. Different things found by (Hidayah & Tobing, 2018) stated that job satisfaction affects employee performance with insignificant relationships.

The characteristics of the work have a positive and significant relationship to performance through the motivation of employees of the Financial Section of the Secretariat of East Kutai Regency. Some empirical studies prove the influence of work characteristics on employee performance with motivation as a mediation variable. Research conducted by (Ramdhani & Sridadi, 2019), (Sarwoko, 2005) stated that motivation proved able to be a mediation variable because motivation can influence in relation between work characteristics to employee performance. The causal relationship path between the characteristics of work to performance is obtained through the causal relationship between the characteristics of the work to the performance through motivation and job satisfaction, the causal relationship between the characteristics of work to performance through motivation is the relationship that gives the greatest influence on performance. In contrast to the research conducted by (Rijanti et al., 2017), (Affandy, 2016) stated that motivation has not been able to as a mediation variable in relation between the characteristics of work to performance through employee work motivation.

The characteristics of the work have a positive and significant relationship to performance through the job satisfaction of employees of the Financial Section of the Secretariat of East Kutai Regency. Empirical studies found a positive and significant relationship of job characteristics and performance through job satisfaction. Research conducted by (Adianto & Agustin, 2005), (Djastuti, 2010), (Lumbanraja & Nizma, 2010), (Wasposito & Anggraeni, 2013) found that job satisfaction is able to be a mediation variable in affecting the relationship between work characteristics and employee performance. The relationship between job characteristics to employee performance through job satisfaction can be illustrated through the higher job characteristics will improve job satisfaction and positively impact performance. The influence of job characteristics on job satisfaction, where the improvement of job characteristics will result in increased job satisfaction of employees, furthermore this job satisfaction can affect employee performance. This is because satisfaction is an emotional response to positive attitudes, feelings, attitudes so that in tangible reality it becomes positive action.

V. CONCLUSION, LIMITATION AND FUTURE RESEARCH

Related to the relationship between variables in the model, based on the results of the analysis that has been presented in the previous chapter can be drawn conclusions as follows: 1) The characteristics of the work there is a positive and significant relationship to the motivation of employees of the Financial Section of the Secretariat of East Kutai Regency, this means that any improvement in work characteristics will be able to increase work motivation significantly or significantly. 2) The characteristics of the work there is a positive and significant relationship to the job satisfaction of employees of the Financial Section of the Secretariat of East

Kutai Regency, this means that any improvement in job characteristics will be able to increase job satisfaction significantly or significantly. 3) Characteristics of work there is a negative and insignificant relationship to the performance of employees of the Financial Section of the Secretariat of East Kutai Regency, this means that any improvement in job characteristics has not been able to improve the performance of employees significantly or significantly. , this means that any increase in work motivation will be able to improve the performance of employees significantly or significantly. 5) Work motivation there is a positive and significant relationship to the satisfaction of employees of the Financial Section of the Secretariat of East Kutai Regency, this means that any increase in work motivation will be able to increase job satisfaction significantly or significantly. 6) Job satisfaction there is a positive and significant relationship to the performance of employees of the Financial Section of the Secretariat of East Kutai Regency, this means that any increase in job satisfaction will be able to improve employee performance significantly or significantly. 7) Job characteristics have a positive and significant relationship to performance through the motivation of employees of the Financial Section of the Secretariat of East Kutai Regency, this means that any improvement in employee characteristics will be able to improve employee performance significantly or significantly through work motivation. , this means that any improvement in job characteristics will be able to improve employee performance significantly or significantly through job satisfaction.

The suggestions that can be given from the results of this study are as follows: 1) The efforts devoted by employees have not been able to produce high performance, especially those influenced by the characteristics of the work, so it is necessary to strive to improve the skills and capabilities of employees of the Financial Section of the Secretariat of East Kutai Regency, by conducting sustainable job training. 2) Agencies should pay attention to the amount of employee incentives with current living costs that tend to increase, because in addition to increasing motivation will also increase employee job satisfaction, the impact is the achievement of performance as expected. 3) It is recommended to other researchers who will study about performance to include variables such as ability, experience, age, and education as variables that affect performance, because from the results of this study can be known the influence of other variables is still considerable on employee performance.

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