Analysis of the Influence of Motivation and Job Satisfaction on Employee Performance in the Regional Office of the Ministry of Religious Affairs, Maluku Province

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Informasi Artikel	Abstract
	This study examines the influence of motivation and job satisfaction on employee performance at the Ministry of Religious Affairs in Maluku Province. Motivation and job satisfaction are critical factors that drive employee productivity and create a conducive work environment. Using quantitative methods, data were analyzed through regression tests, including T-test, F-test, and determination coefficient analysis, to explore the relationships between these variables. The results indicate that motivation has a strong and significant positive effect on employee performance, supported by a regression coefficient of 0.661 and a significance level of p < 0.001. Similarly, job satisfaction also significantly impacts performance, with a coefficient of 0.325 and p < 0.001, although its influence is comparatively lower than motivation. The simultaneous effect of motivation and job satisfaction was confirmed by an F-value of 396.748 and an R^2 of 0.922, indicating that 92.2% of the variation in employee performance can be explained by these two factors. The findings emphasize the importance of fostering both motivation and job satisfaction to improve employee performance effectively. Therefore, organizations should develop policies that enhance motivation through rewards and career development opportunities, as well as improve job satisfaction by ensuring supportive working conditions and recognizing employee contributions.

Abstrak
Penelitian ini mengkaji pengaruh motivasi dan kepuasan kerja terhadap kinerja pegawai pada Kementerian Agama Provinsi Maluku. Motivasi dan kepuasan kerja merupakan faktor penting yang mendorong produktivitas pegawai serta menciptakan lingkungan kerja yang kondusif. Dengan menggunakan metode kuantitatif, data dianalisis melalui uji regresi, termasuk uji T, uji F, dan analisis koefisien determinasi, untuk mengeksplorasi hubungan antar variabel tersebut. Hasil penelitian menunjukkan bahwa motivasi memiliki pengaruh positif yang kuat dan signifikan terhadap kinerja pegawai, dengan koefisien regresi sebesar 0,661 dan tingkat signifikansi p < 0,001. Demikian pula, kepuasan kerja juga berpengaruh signifikan terhadap kinerja, dengan koefisien sebesar 0,325 dan p < 0,001, meskipun pengaruhnya relatif lebih rendah dibandingkan motivasi. Pengaruh simultan antara motivasi dan kepuasan kerja dikonfirmasi melalui nilai F sebesar 396,748 dan R^2 sebesar 0,922, yang menunjukkan bahwa 92,2% variasi dalam kinerja pegawai dapat dijelaskan oleh kedua faktor tersebut. Temuan ini menegaskan pentingnya membina motivasi dan kepuasan kerja secara bersamaan untuk meningkatkan kinerja pegawai secara efektif. Oleh karena itu, organisasi perlu mengembangkan kebijakan yang dapat meningkatkan motivasi melalui pemberian penghargaan dan peluang pengembangan karier, serta meningkatkan kepuasan kerja dengan menciptakan kondisi kerja yang mendukung dan memberikan pengakuan terhadap kontribusi pegawai.

INTRODUCTION

In Henry Mintzberg's (1979) perspective, an organization is a system composed of various interacting elements working together to achieve specific goals. The organizational structure is the arrangement of these elements to perform functions and reach objectives. In managing an organization,

human resources are a vital component. According to Armstrong (2010), human resources ensure the organization has qualified personnel to enhance performance and growth. Achieving organizational goals depends heavily on having competent individuals capable of performing tasks effectively.

In this context, employees are the core of human resources in an organization. Gary Dessler (2008) emphasizes that employees are strategic assets who contribute directly to organizational goals. Their roles within the structure determine the organization's success. Dessler states that effective employee management includes appropriate recruitment, training, development, and a reward system that motivates them to perform optimally. This approach ensures alignment between employee efforts and organizational performance targets.

Work motivation, as explained by Hasibuan (2007), is the factor that drives, directs, and supports human behavior to work enthusiastically and diligently for optimal outcomes. It represents the internal and external triggers that stimulate employees to achieve their work goals. A motivated employee tends to have higher work commitment and better focus. Motivation becomes a critical element in maximizing performance, particularly in governmental institutions. Without motivation, employee productivity and engagement may significantly decline.

Job satisfaction is another important factor affecting employee performance. It refers to a positive attitude that employees hold toward their work environment and responsibilities. For the organization, employee satisfaction should be a priority, especially for leaders who must ensure fulfillment. For employees, satisfaction is a personal factor and a means to achieve productivity. A satisfied employee tends to show positive work behavior such as higher discipline and enthusiasm, contributing significantly to organizational success.

Motivation and job satisfaction are two interrelated aspects that greatly influence employee performance. Motivation pushes employees to work with energy and dedication, while job satisfaction influences how they feel about their tasks and workplace. Together, they determine how well employees perform and how much they contribute to institutional goals. When both elements are present, employees are more likely to complete their tasks effectively and support organizational development. Thus, motivation and satisfaction are essential to performance management.

Employee performance is a key element in achieving the goals of an organization, particularly within government institutions. The Regional Office of the Ministry of Religious Affairs in Maluku plays a crucial role in public service delivery and community development. It handles issues related to religion, education, and social affairs. Therefore, it is vital to ensure employees perform well and maintain high motivation. Performance determines the efficiency and effectiveness of the services delivered to the public.

According to the Regulation of the Minister of Religious Affairs of the Republic of Indonesia No. 39 of 2015, performance target planning is mandatory for employees within the Ministry of Religious Affairs. These targets serve as a benchmark for performance evaluation. This regulation aims to promote accountability and transparency in performance assessment. It also ensures that employees work toward clear and measurable goals. Such a system is essential in enhancing employee productivity and institutional effectiveness.

The Regional Office of the Ministry of Religious Affairs in Maluku carries out fundamental duties and functions in the region. Employee performance is a critical factor in ensuring the efficient implementation of these tasks. A well-performing workforce contributes to improved service delivery and operational outcomes. However, employee performance is not influenced by a single factor alone. Motivation and job satisfaction significantly impact employee dedication and work quality. Together, they strengthen organizational capabilities and service effectiveness.

Previous studies found various challenges related to motivation and job satisfaction in the Ministry of Religious Affairs. Differences in policies, workplace facilities, and career development opportunities can affect employee motivation and satisfaction levels. These challenges directly impact overall performance. Hence, it is crucial to analyze how motivation and satisfaction influence performance to formulate strategies that improve institutional effectiveness. Such analysis can inform targeted solutions for improving employee outcomes.

Several issues have emerged within the organization, including challenges in maintaining neutrality among employees in a religiously diverse setting. Nepotism remains a concern due to hierarchical organizational structures that affect decisions, recruitment, and promotions. Rapid policy changes in religious affairs require continuous employee adaptation. Additionally, declining productivity is reflected in unmet targets and slow administrative services. Communication breakdowns and lack of coordination between departments also contribute to inefficiency and misunderstandings. This study is titled: "Analysis of the Influence of Motivation and Job Satisfaction on Employee Performance in the Regional Office of the Ministry of Religious Affairs, Maluku Province."

METHOD

Based on the selected variables, this study adopts a quantitative research approach, which is used as a tool to test objective theories by examining the relationships between variables that can be measured numerically. According to Creswell (2007), quantitative research involves instruments through which data can be statistically analyzed. This research is categorized as quantitative because it aims to numerically measure and analyze the relationship between work motivation, job satisfaction, and employee performance within the Regional Office of the Ministry of Religious Affairs in Maluku Province. Therefore, the findings of this study are expected to provide strong empirical evidence regarding the influence of these variables on employee performance.

The research location and time are essential components of any scientific study. Referring to the Scientific Writing Guidelines (2012:23), and based on the research title, the selected location is the Regional Office of the Ministry of Religious Affairs in Maluku Province. This means that the study specifically targets employees within this office. The research is scheduled to take place within one to two months after the proposal seminar has been conducted.

The research instrument is a tool used to measure the variables of interest. In this study, the main instrument is a closed-ended questionnaire where respondents choose from predetermined answers. The questionnaire is developed based on indicators from each variable to ensure data validity, with statements presented in a positive format. The Likert scale used is modified to a four-point scale to eliminate central tendency bias, ranging from: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, and 4 = Strongly Agree. Data collection is carried out through three key techniques: (a) distribution of questionnaires, either in physical form or via digital platforms such as Google Forms, targeting employees of the Ministry; (b) collection of completed questionnaires systematically, either manually or online; and (c) data tabulation, which involves organizing responses into categories and calculating frequencies to identify patterns and trends.

The population is defined as the generalization area that consists of objects or subjects with specific qualities and characteristics determined by the researcher for study and conclusion (Sugiyono, 2019:145). The population may include not only people but also objects or natural phenomena. According to Handayani (2020:58), the population encompasses all elements with similar traits to be studied, such as individuals, groups, events, or phenomena. Based on data from the Secretariat General of the Ministry of Religious Affairs (2022), the employee composition of the Maluku Provincial Office is

as follows: Group I - 1 male, Group II - 45 males and 30 females, Group III - 190 males and 141 females, and Group IV - 34 males and 35 females. The research focuses on both permanent civil servants (PNS) and contract-based employees.

According to Sugiyono (2019:146), a sample is a portion of the population that possesses the same characteristics and is representative of the whole. Morissan (2017:108) also defines a sample as a representative part of a population. From these definitions, it can be concluded that the sample is a subset of the total population. This study employs a stratified sampling technique by dividing the population based on job classification (structural or functional) or work unit (e.g., education, administration). From each stratum, samples are selected proportionally to ensure adequate representation of each subgroup within the broader population of the Ministry of Religious Affairs' Regional Office.

RESULT AND DISCUSSION
T-Test analysis

According to Sugiyono (2016:121), the T-test is a parametric statistical method used to test comparative hypotheses regarding the mean values of two samples with interval or ratio-scale data. This method is commonly applied to determine whether there are significant differences between variables being studied, especially when measuring the effect of independent variables on a dependent variable in a regression model.

			Coefissient[a]		
Variabel	**B (Koefisien)**	**Std. Error**	**Beta (Standardized)**	**t**	**Sig.**
(Konstanta)	0.658	1.451	-	0.454	0.652
Motivasi	0.661	0.089	0.660	7.383	<0.001
Kepuasan Kerja	0.325	0.092	0.317	3.540	<0.001

The results of the T-test, as presented in Table, show the coefficients for each independent variable. The motivation variable has a coefficient (B) of 0.661 with a significance value (p) of less than 0.001. The t-value for motivation is 7.383, indicating a strong and statistically significant positive effect on employee performance. This means that higher levels of motivation are associated with increased employee performance within the organization.

Similarly, the job satisfaction variable also demonstrates a significant influence on employee performance. With a coefficient (B) of 0.325 and a t-value of 3.540, job satisfaction is positively associated with performance outcomes. However, its effect is relatively smaller compared to motivation, as reflected in the standardized beta values—0.317 for job satisfaction versus 0.660 for motivation. This suggests that while both factors are important, motivation plays a more substantial role in determining employee performance.

The constant coefficient in the regression model is 0.658 with a p-value of 0.652, which indicates that it is not statistically significant. In other words, in the absence of the motivation and job satisfaction variables, there is no significant change in employee performance. This reinforces the importance of including motivation and satisfaction as explanatory variables in the model to better understand variations in employee outcomes.

The T-test results confirm that both motivation and job satisfaction significantly affect employee performance at the Regional Office of the Ministry of Religious Affairs in Maluku Province. Among these two variables, motivation emerges as the more dominant factor. Therefore, initiatives aimed at improving employee performance should prioritize enhancing motivation, while also recognizing the important supporting role of job satisfaction. These findings provide empirical support for strategies that focus on boosting intrinsic and extrinsic motivational factors in the workplace.

F-Test analysis

The F-test, also known as the overall model test or ANOVA test, is used to determine the joint influence of all independent variables on the dependent variable. This test helps evaluate whether a regression model, as a whole, significantly predicts the outcome variable. It is particularly useful for assessing the collective explanatory power of multiple predictors in a linear regression model.

Anova					
Sumber Variasi	**Jumlah Kuadrat (Sum of Squares)**	**df**	**Mean Square**	**F**	**Sig.**
Regresi	1460.192	2	730.096	396.748	<0.001
Residual	123.293	67	1.840		
Total	1583.486	69			

Based on the ANOVA results presented in Table, the F-value is 396.748 with a significance level of less than 0.001. This indicates that the regression model is statistically significant in explaining the variance in the dependent variable—employee performance. In other words, both job satisfaction and motivation, when considered together, have a meaningful and significant effect on employee performance within the organization.

The regression sum of squares is 1460.192, which shows that a large portion of the total variation in employee performance can be attributed to the independent variables—motivation and job satisfaction. This high value highlights the effectiveness of the model in capturing the variation in performance outcomes based on these predictors.

On the other hand, the residual sum of squares is 123.293, indicating the portion of variability in employee performance that remains unexplained by the model. Compared to the total sum of squares (1583.486), the residual is relatively small. This suggests that the regression model has a good fit, though it also implies that other factors beyond motivation and job satisfaction may contribute to variations in employee performance.

In conclusion, the F-test results support the significance of the regression model in explaining employee performance. The joint influence of motivation and job satisfaction proves to be statistically meaningful. Although the model demonstrates strong predictive capability, future research may benefit from exploring additional variables that could further account for residual variations in employee performance.

Coefficient of Determination

The coefficient of determination (R^2) is used to indicate how much of the variation in employee performance can be explained by the independent variables—in this case, motivation and job satisfaction. A high R^2 value suggests that these variables strongly influence employee performance, whereas a low R^2 implies the presence of other dominant factors. In this study, the high R^2 value indicates that motivation and job satisfaction play a significant role in explaining the variation in employee performance, emphasizing their importance in enhancing productivity.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.960	0.922	0.920	1.357

Based on the results shown in Table, the value of R is 0.960, which indicates a very strong positive correlation between the independent variables (motivation and job satisfaction) and the dependent variable (employee performance). This high correlation suggests that changes in motivation and job satisfaction are closely associated with changes in employee performance within the organization.

Furthermore, the R Square value is 0.922, meaning that 92.2% of the variation in employee performance can be explained by the two predictors—motivation and job satisfaction. This is a substantial proportion, showing that the regression model effectively captures the major influences on employee performance. The remaining 7.8% of the variation is likely caused by other factors not included in this model.

The Adjusted R Square value is 0.920, which serves to correct the R^2 value by accounting for the number of predictors in the model. This adjusted value confirms that the model remains highly accurate and reliable even after adjusting for the number of independent variables used. The standard error of the estimate, at 1.357, further supports the model's accuracy, indicating a relatively low prediction error. In conclusion, the regression model demonstrates a strong ability to explain the impact of motivation and job satisfaction on employee performance. The high values of R, R Square, and Adjusted R Square all reinforce the model's effectiveness and reliability. These findings underscore the crucial role that motivation and job satisfaction play in shaping employee productivity and overall organizational performance.

Hypothesis Testing

In the workplace, motivation and job satisfaction are essential factors that can significantly influence employee performance. High motivation encourages employees to work harder and achieve optimal results, while good job satisfaction fosters a conducive work environment that enhances productivity. Therefore, this study aims to examine the extent to which motivation and job satisfaction affect employee performance at the Ministry of Religious Affairs of Maluku Province.

To measure this relationship, three main hypotheses were tested. The first hypothesis (H1) examines whether motivation has an effect on employee performance. Based on the previous regression analysis, the motivation variable had a regression coefficient of 0.661, with a t-value of 7.383 and a significance level of $p < 0.001$. This result indicates that motivation has a positive and significant effect on employee performance. In other words, the more motivated the employees are, the better their performance tends to be. When employees feel intrinsically or extrinsically motivated, they are more enthusiastic in performing tasks and achieving their work goals.

Additionally, the Beta value of 0.660 suggests that motivation has a strong influence on employee performance compared to the other variable. This supports the first hypothesis (H1), confirming that motivation significantly affects performance. Therefore, organizations should pay close attention to factors that can enhance employee motivation, such as reward systems, supportive work environments, and career development opportunities, in order to boost employee productivity effectively.

The second hypothesis (H2) evaluates the effect of job satisfaction on employee performance. The regression results show that job satisfaction has a regression coefficient of 0.325, with a t-value of 3.540 and a significance level of $p < 0.001$. This indicates a positive and significant effect of job satisfaction on employee performance. It means that when employees experience higher job satisfaction—such as being content with their work environment, compensation, and relationships with supervisors and colleagues—they tend to work more productively and remain committed to their tasks.

Moreover, the Beta value of 0.317 shows that job satisfaction has a moderately strong influence on performance, although not as strong as motivation. These findings support the second hypothesis (H2), confirming that job satisfaction significantly affects employee performance. Therefore, it is essential for organizations to enhance employee satisfaction through policies that promote well-being, recognize employee contributions, and create a more supportive and positive work environment.

The third hypothesis (H3) investigates whether motivation and job satisfaction simultaneously influence employee performance. The regression results indicate that these two variables together have a significant effect. Based on the ANOVA test, the F-value was 396.748 with a significance level of $p < 0.001$, confirming the statistical significance of the regression model. Furthermore, the R Square value of 0.922 shows that 92.2% of the variation in employee performance can be explained by motivation and job satisfaction, with the remaining 7.8% attributed to other factors outside the model.

These results support the third hypothesis (H3), affirming that motivation and job satisfaction jointly influence employee performance. In other words, the combination of both variables plays a crucial role in determining how well employees carry out their duties. Therefore, institutions should consider both motivation and job satisfaction when designing policies aimed at improving employee performance. This may include offering appropriate incentives, fostering a supportive work environment, and building a positive organizational culture.

CONCLUSSION

Based on the results of the study, it can be concluded that both motivation and job satisfaction play significant roles in influencing employee performance at the Ministry of Religious Affairs of Maluku Province. The findings show that motivation has a strong and positive impact on performance, indicating that employees who are motivated—whether intrinsically or extrinsically—tend to perform their duties more effectively and productively. This highlights the importance of creating motivational strategies within the organization to sustain and enhance employee output.

Furthermore, job satisfaction was also found to have a significant effect on employee performance, although to a slightly lesser degree than motivation. Employees who are satisfied with their work environment, compensation, and professional relationships are more likely to be committed and productive. These results emphasize the need for organizations to foster a positive workplace culture, recognize employee contributions, and ensure the well-being of their staff to improve overall performance

Finally, the combined influence of motivation and job satisfaction explains a substantial portion of the variation in employee performance, as reflected in the high coefficient of determination ($R^2 = 0.922$). This confirms that these two variables together are critical to achieving optimal employee performance. Therefore, organizational policies should address both aspects in an integrated manner, focusing on enhancing motivation and ensuring job satisfaction to drive sustainable improvements in employee productivity.

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