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The Influence of Work Motivation, Compensation, and Work Engagement on Performance with Job Satisfaction as an Intervening Variable at the Central Statistics Agency of Central Kalimantan Province

Waluyo Wicaksono[1], Ida Ariyani[2], Ami Pujiwati[3]
[1,3]Universitas Terbuka, Indonesia
[2]STIE Tri Dharma Widya, Indonesia
Email: walboy.stis@gmail.com, ida.ariyani28@gmail.com, ami@ecampus.ut.ac.id

Abstract.
This study examines the influence of Work Motivation, Compensation, and Work Involvement on Performance, mediated by Job Satisfaction, among employees of the Central Statistics Agency of Central Kalimantan Province. Employing a quantitative, correlational approach, the research involved 380 employees, with 170 respondents selected using a saturated sampling technique. Data were gathered through questionnaires and analyzed using Structural Equation Modeling (SEM) via AMOS, supported by descriptive analysis with Microsoft Excel and SPSS. Descriptive results indicate that the average responses for Performance, Job Satisfaction, Work Motivation, and Compensation were categorized as "agree," while Work Involvement was rated "strongly agree." The modified AMOS model produced the following structural equations: Job Satisfaction (KEP) = -0.002 Work Motivation (MK) - 0.025 Compensation (KOM) + 0.918 Work Involvement (KK), $R^2 = 0.802$; Performance (KIN) = 0.776 Job Satisfaction (KEP) + 0.095 Work Motivation (MK) + 0.180 Compensation (KOM) - 0.017 Work Involvement (KK), $R^2 = 0.901$. The findings reveal that Work Motivation does not significantly influence Job Satisfaction and does not directly affect Performance, though it has an indirect impact through Job Satisfaction. Job Satisfaction significantly affects Performance, while Compensation shows no significant relationship with either variable. Work Engagement strongly affects Job Satisfaction but not Performance. Collectively, Work Motivation, Compensation, and Work Involvement explain 80.2% of Job Satisfaction variance and 90.1% of Performance variance.

Keywords: Work Motivation, Compensation, Work Engagement, Job Satisfaction and Employee Performance

INTRODUCTION

The Central Statistics Agency (*BPS* or *Badan Pusat Statistik*) is a government agency tasked with providing high-quality data for development planning. Various strategic data produced by *BPS* include the poverty rate, the open unemployment rate (*TPT* or *Tingkat Pengangguran Terbuka*), inflation, the human development index (*HDI* or *Indeks Pembangunan Manusia*), the farmer exchange rate (*NTP* or *Nilai Tukar Petani*), food crop productivity, the Gini ratio, and others. These data are used by the President to evaluate the performance of ministries, institutions, provincial governments, and district/city governments throughout Indonesia. In addition to governmental use, *BPS* data are also utilized by researchers, students, entrepreneurs, and various other groups for their respective purposes.

Appreciation for BPS regarding data quality has been recognized widely, even in Presidential Regulation (Perpres) Number 39 of 2019 concerning One Data Indonesia (SDI), in which the President designates BPS as a data coach assigned to provide recommendations during data collection planning and to guide the implementation of SDI in accordance with laws and regulations (Government of the Republic of Indonesia, 2019).

Amid this recognition, BPS faces a notable internal issue—employee performance. The

suboptimal performance of BPS employees across Central Kalimantan Province is reflected in the number of employees who arrive late or leave early. Data from the General Section of BPS Central Kalimantan Province revealed that in 2022, 1,536 employees were late, and 651 went home early (BPS Central Kalimantan Province, 2022a). These indicators clearly demonstrate that the performance of BPS employees in Central Kalimantan Province remains below expectations.

BPS performance throughout Central Kalimantan Province can also be assessed through its annual Performance Report (Lakin). One measurable indicator in the report is the value of the Government Agency Performance Accountability System (SAKIP). According to Presidential Regulation of the Republic of Indonesia Number 29 of 2014, Article 1, SAKIP is a systematic series of activities, tools, and procedures designed to determine, measure, collect data, classify, summarize, and report performance in government agencies within the context of accountability and improvement (Perpres, 2014).

In general, the SAKIP score of BPS units in Central Kalimantan Province remains relatively low, averaging only 68 points. Details regarding each work unit's SAKIP values are presented in Table 1.2. This relatively low score indicates that employee performance in BPS across the province is still suboptimal. These conditions present an interesting phenomenon for further research.

Furthermore, the suboptimal performance of BPS in the province can be observed from the Statistical Development Index (IPS) of regional governments in Central Kalimantan. IPS represents the maturity level of sectoral statistics implementation (BPS, 2022). Based on the Decree of the Head of BPS Number 741 of 2023 concerning the Results of the Evaluation of Sectoral Statistics Implementation (EPSS) in Central and Regional Governments, it is evident that in 2023 no regional governments in Central Kalimantan achieved a "good" predicate (BPS, 2023). This indicates that BPS across Central Kalimantan Province was unable to provide adequate sectoral statistical guidance to regional governments. Consequently, in 2023, no BPS work units in the province received the Corruption-Free Region (WBK) title from the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemenpan-RB, 2023).

Previous studies have demonstrated that job satisfaction mediates the relationship between work motivation and employee performance (Lusri & Siagian, 2017). Other research found that compensation and work motivation significantly affect employee performance indirectly through job satisfaction (Zainuri & Mundakir, 2018). According to the Decree of the Head of BPS Number 281 of 2021 regarding the Recapitulation of Position Results of Workload Analysis (ABK), the staffing fulfillment rate for BPS employees in Central Kalimantan Province was only 41.16%, revealing a substantial gap between staffing standards and actual workforce.

Lusri and Siagian (2017) also found that job satisfaction positively affects employee performance. It is common for regional BPS employees (provincial and district/city units) to work overtime to complete assignments from BPS RI, sometimes even on weekends. This heavy workload often leads to health problems among employees, contributing to low job satisfaction.

Based on the preceding discussion, it is evident that BPS in Central Kalimantan Province faces ongoing performance challenges: employees frequently arrive late or leave early, average SAKIP scores remain low, no regional governments achieved good IPS scores, and staffing

levels are inadequate. Consequently, performance is used as the dependent variable (Y).

To analyze the performance issues identified, the study uses three independent variables (X) and one intervening variable (Z). The X variables include Work Motivation, Compensation, and Work Engagement, while Z represents Job Satisfaction. These variables were selected based on observed phenomena, previous studies, and relevant theoretical foundations.

Work Motivation refers to behavioral direction derived from an individual's choice among alternative actions in performing a job (Adhari, 2021). The first performance issue in BPS concerns work motivation. Although BPS leaders frequently motivate employees through briefings, training, and other events, a major decline occurred when the Head of BPS RI unexpectedly resigned during a peak workload period involving three major censuses in 2023—the Agricultural Census (ST2023), the Public Consultation Forum for Initial Data Collection for Socio-Economic Registration (FKP Regsosek), and the Complete Data Collection of Cooperatives, Micro, Small, and Medium Enterprises 2023 (PL-KUMKM 2023). This sudden leadership change demoralized employees and adversely impacted performance. Prior research indicates that work motivation significantly influences employee performance (Abid & Safiih, 2021). Therefore, work motivation is designated as independent variable X1.

Compensation represents organizational appreciation for employees' contributions. It comprises both financial (salary, incentives, benefits) and non-financial elements. Typically, salary compensation is distributed regularly, for example, on a monthly basis (Panggabean, 2020). The second performance issue relates to compensation, as BPS performance allowances have remained unchanged for approximately eight years. Compensation plays a crucial role in human resource management, particularly in maintaining equitable employment relationships (Sutrisno, 2019). Empirical findings confirm that compensation significantly affects performance (Santosa & Rosanto, 2019). Thus, compensation is assigned as independent variable X2.

Work Engagement is a positive, motivational state of mind that encompasses commitment, persistence, innovation, and resilience in performing duties (Sustenance, 2023). The third performance issue concerns work engagement. Frequent lateness and early departures indicate low engagement levels among BPS employees. Moreover, preliminary interviews revealed limited understanding of SAKIP and IPS among employees, contributing to suboptimal results. Engagement directly influences performance by fostering greater organizational alignment (Schaufeli, 2012; Marimin & Santoso, 2020). Therefore, work engagement is identified as independent variable X3.

Job Satisfaction reflects an individual's positive emotional response to their work experience (Sunarta, 2019). Staffing shortages compel many BPS employees to undertake overlapping responsibilities, which reduces job satisfaction. Studies consistently demonstrate that job satisfaction has a positive and significant effect on performance (Suganjar & Hermawati, 2020; Rosmaini & Tanjung, 2019). It also mediates the relationships between work motivation, compensation, and performance (Lusri & Siagian, 2017; A. Lestari et al., 2020; Fitriadi et al., 2022). Accordingly, job satisfaction is used as the intervening variable (Z).

Given this comprehensive background, the research seeks to answer the following questions: Does work motivation affect the job satisfaction of BPS employees? Does job satisfaction influence BPS employee performance? Does work motivation affect employee performance directly and indirectly through job satisfaction? Does compensation affect

employee job satisfaction and performance, both directly and through job satisfaction? Does work engagement influence job satisfaction and performance? Finally, do work motivation, compensation, and work engagement collectively affect job satisfaction and BPS employee performance?

This study aims to analyze these relationships comprehensively, providing empirical evidence regarding variable interconnections. The research contributes by (1) offering evidence-based recommendations for BPS units in Central Kalimantan Province to enhance employee performance; (2) advancing theoretical development in organizational behavior; (3) expanding knowledge on the interplay of motivation, compensation, engagement, and satisfaction in the public sector; and (4) strengthening research credibility through rigorous empirical analysis. Additionally, this study fills a gap in Indonesian public-sector research, where such integrated analyses are still limited.

MATERIALS AND METHOD

A quantitative correlational design was applied to test hypotheses and analyze causal relationships using statistical methods (Hartati & Nurdin, 2019; Machali, 2021; Abdullah et al., 2021). The study population consisted of all 380 BPS employees in Central Kalimantan Province. Data were collected using a saturated sampling technique, with the entire population targeted to ensure comprehensive representation across all work units. After screening for completeness and validity, 170 valid responses were obtained. This sample size met the minimum requirement for Structural Equation Modeling (SEM) analysis (Hair et al., 2010).

Primary data were collected through a structured questionnaire distributed via email, following approval from the Head of BPS. Data collection took place between November and December 2024. The instrument used a five-point Likert scale (1 = strongly disagree to 5 = strongly agree) and was pretested with 30 respondents to confirm validity and reliability.

Data analysis employed SEM with AMOS to examine relationships among variables and descriptive statistics using SPSS to summarize respondent characteristics. Validity and reliability were evaluated using factor loadings (≥ 0.5), Construct Reliability (≥ 0.7), and Average Variance Extracted (≥ 0.5). Model fit was assessed through Chi-square, RMSEA, GFI, AGFI, CFI, and CMIN/DF indices, with hypothesis testing performed at a 0.05 significance level.

RESULTS AND DISCUSSION

Indicator Validity and Reliability Test (AMOS)

In this study, the validity test was assessed based on the loading factor (standardized regression weight), which is the correlation between the item/component score and the construct score, if the loading factor value ≥ 0.5 indicates that the indicator is valid while if the loading factor value < 0.5 indicates that the indicator is invalid. The calculation of this Reliability Test is carried out manually with the following equation.

Construct Reliability = ((total of standard loading)^2 + measurement error))

Variance Extracted = ((total of standard loading)^2)) / (((Jumlah(standard loading)^2)) + Measurement Error))

Measurement Error = 1 – ((standard loading)^2)).

The expected value of Construct Reliability is more than 0.7. As for Variance Extracted,

it is more than 0.5.

To obtain the CR value, the following formula is used:

$$CR = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum(1 - \lambda_i)}$$

To obtain the AVE value, the following formula is used:

$$AVE = \frac{\sum {\lambda_i}^2}{\sum {\lambda_i}^2 + \sum \varepsilon_i}$$

The following are the results of the validity and reliability test (170 data) on each construct:

Table 1. Indicator Validity and Reliability Test

Variable	Indicator	λ	λ²	e	CR	AVE
Work Motivation	MK1	0.823	0.677	0.323	0.821	0.610
	MK2	0.880	0.774	0.226		
	MK3	0.614	0.377	0.623		
Compensation	KOM1	0.773	0.601	0.399	0.765	0.523
	KOM4	0.744	0.554	0.446		
	KOM6	0.643	0.413	0.587		
Work Involvement	KK1	0.894	0.799	0.201	0.851	0.661
	KK3	0.645	0.416	0.584		
	KK4	0.876	0.767	0.233		
Performance	KIN1	0.833	0.694	0.306	0.920	0.657
	KIN2	0.835	0.697	0.303		
	KIN3	0.783	0.613	0.387		
	KIN4	0.717	0.514	0.486		
	KIN5	0.883	0.780	0.220		
	KIN6	0.804	0.646	0.354		
Job Satisfaction	KEP1	0.836	0.699	0.301	0.867	0.621
	KEP2	0.826	0.682	0.318		
	KEP4	0.771	0.594	0.406		
	KEP5	0.713	0.508	0.492		

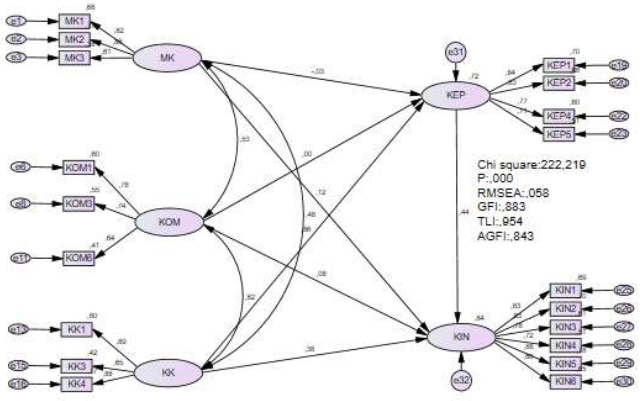

Figure 1. Model Standardized Loading factor

Based on the table above, all indicators have a loading factor value greater than 0.05, and each variable has a CR value greater than 0.7 and an AVE value greater than 0.5 so that it is concluded that all indicators are valid and reliable.

Structural Model Evaluation

The following is a model of the initial structural equation of the test results using the help of the AMOS computer program.

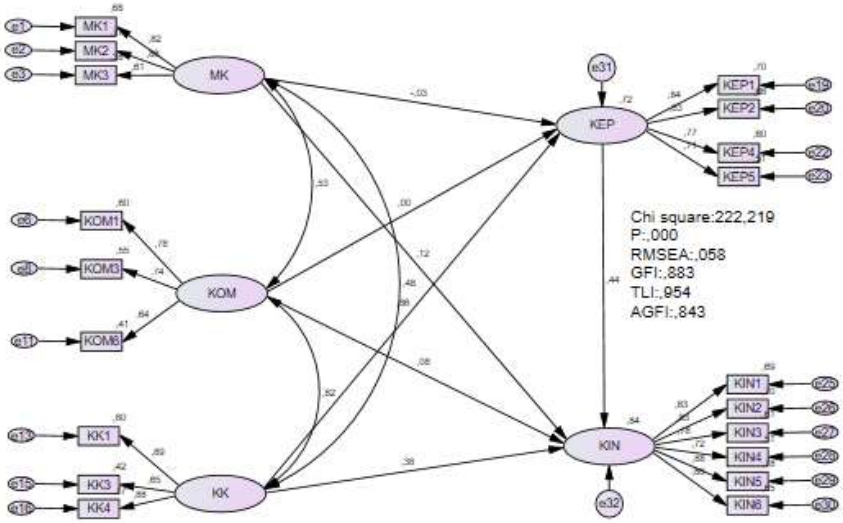

Figure 2. AMOS output research model

The goodness of fit assessor for the above model is shown in the following table.

Table 2. Goodness of fit testing

Goodness of fit indices	Cut off value	Research Results	Conclusion
X2	Smaller more agree	222.219	Good fit
***Significance Probability* (p)**	≥0.05	0.000	Bad fit
RMSEA	≤ 0.08	0.058	Good fit
GFI	≥ 0.90	0.883	Marginal fit
AGFI	≥ 0.90	0.843	Marginal fit
CMIN/DF	≤ 2.00	1.565	Good fit
CFI	≥ 0.95	0.962	Good fit
PGFI	≥ 0.60	0.660	Good fit

Based on the table above, it can be seen that the results of goodness of fit are obtained that there are 6 criteria that show the results of Good fit, namely Chi-square, RMSEA, CMIN/DF, CFI, and PGFI, there are 2 criteria that show the results of marginal fit, namely GFI and AGFI, and there is 1 criterion that shows the results of bad fit, namely Significance Probability (p). To improve the feasibility of the model, modifications are made by adding correlations between errors by referring to the AMOS output, namely:

Tabel 3. Modification indices

			M.I.	By Change
E30	<-->	CAME	4,077	,017
E30	<-->	E32	6,429	-,014
E26	<-->	CAME	4,377	-,017
E25	<-->	E30	5,177	-,017
E23	<-->	E32	15,745	,027

E23	<-->	E29	4,148	,018
E23	<-->	E25	4,048	,018
E20	<-->	E32	5,884	-,014
E19	<-->	E20	19,743	,040
E13	<-->	E27	4,389	-,014
E13	<-->	E25	10,006	,018
e6	<-->	E26	7,439	-,025
E3	<-->	E11	4,314	,037
E2	<-->	CAME	8,270	-,027
E2	<-->	e6	5,349	-,025
E1	<-->	MONTHS	4,832	-,020
E1	<-->	CAME	5,098	,021
E1	<-->	e6	9,936	,035

The goodness of fit assessor for the above model is shown in the following table.

Table 4. Goodness of fit testing after modification

Goodness of fit indices	Cut off value	Research Results	Conclusion
X2	Smaller more agree	161.195	Good fit
***Significance Probability* (p)**	≥0.05	0.086	Good fit
RMSEA	≤ 0.08	0.032	Good fit
GFI	≥ 0.90	0.914	Good fit
AGFI	≥ 0.90	0.882	Marginal fit
CMIN/DF	≤ 2.00	1.168	Good fit
CFI	≥ 0.95	0.989	Good fit
PGFI	≥ 0.60	0.664	Good fit

Based on the table above, it can be seen that the results of goodness of fit are obtained that there are 7 criteria that show the results of Good Fit, namely Chi-square, Significance Probability (p), RMSEA, GFI, CMIN/DF, CFI, and PGFI, there is 1 criterion that shows the results of marginal fit, namely AGFI. Thus the model is acceptable and the analysis can be continued.

Regression equations

The equations formed based on the above model, are as follows:

Job Satisfaction (KEP) = - 0.002*Work Motivation (MK) - 0.025*Compensation (KOM) + 0.918*Work Engagement (KK), R-square = 0.802

Performance (KIN) = 0.776*Job Satisfaction (KEP) + 0.095*Work Motivation (MK) + 0.180*Compensation (KOM) - 0.017*Work Engagement (KK), R-square = 0.901

Based on the above equation, it can be concluded as follows:

1. **1st Equation (Job Satisfaction):**
   a) The regression coefficient of the Work Motivation (MK) variable is -0.002 with a negative direction, meaning that there is an indirect relationship, namely if Work Motivation (MK) increases by 1 unit, Job Satisfaction (KEP) will decrease by 0.002.
   b) The regression coefficient of the Compensation variable (KOM) is -0.025 with a

negative direction, meaning that there is an indirect relationship, namely if the Compensation (KOM) increases by 1 unit, the Job Satisfaction (KEP) will decrease by 0.025.

c) The regression coefficient of the Work Involvement variable (KK) is -0.025 with a negative direction, meaning that there is an indirect relationship, namely if Work Involvement (KK) increases by 1 unit, Job Satisfaction (KEP) will decrease by 0.025.

d) The R-square value obtained is 0.802. This means that the variables Work Motivation (MK), Compensation (KOM), and Work Involvement (KK) have an influence of 80.2% on Job Satisfaction (KEP) while the remaining 19.8% (100%-80.2% = 19.8%) show that Job Satisfaction (KEP) is influenced by other factors that were not studied in this study, amounting to 19.8%.

2. 2nd equation (Performance):

a) The regression coefficient of the Job Satisfaction variable (KEP) is 0.776 with a positive direction, meaning that there is a one-way relationship, namely if Job Satisfaction (KEP) increases by 1 unit, Performance (Y) will increase by 0.776.

b) The regression coefficient of the Work Motivation (MK) variable is 0.095 with a positive direction, meaning that there is a unidirectional relationship, namely if the Work Motivation (MK) increases by 1 unit, the Performance (Y) will increase by 0.095.

c) The regression coefficient of the Compensation variable (KOM) is 0.180 with a positive direction, meaning that there is a unidirectional relationship, namely if the Compensation (KOM) increases by 1 unit, the Performance (Y) will increase by 0.180.

d) The regression coefficient of the Work Involvement variable (KK) is -0.017 with a negative direction, meaning that there is an unequal relationship, namely if Work Involvement (KK) increases by 1 unit, Performance (Y) will decrease by 0.017.

e) The R-square value obtained is 0.901. This means that the variables Job Satisfaction (KEP), Work Motivation (MK), Compensation (KOM), and Work Involvement (KK) have an influence of 90.1% on Performance (Y) while the remaining 9.9% (100%-90.1% = 9.9%) show that Performance (Y) is influenced by other factors not studied in this study, amounting to 9.9%.

Hypothesis Testing Results

Hypothesis:

a. The effect of work motivation on job satisfaction

Here is the research hypothesis based on previous theories:

"H0: Work motivation has no effect on the job satisfaction of Central Statistics Agency employees"

"H1: Work motivation affects the job satisfaction of Central Statistics Agency employees"

b. The effect of job satisfaction on performance

Here is the research hypothesis based on previous theories:

"H0: Job Satisfaction has no effect on the performance of employees of the Central Statistics Agency"

"H1: Job Satisfaction Affects the Performance of Employees of the Central Statistics Agency"

c. The effect of work motivation on performance

Here is the research hypothesis based on previous theories:

"H0: Work motivation has no effect on the performance of employees of the Central Statistics Agency"

"H1: Work motivation affects the performance of employees of the Central Statistics Agency"

d. Job Satisfaction acts as a mediating variable between work motivation and Performance

The following is the research hypothesis based on previous theories:

"H0: Job Satisfaction does not mediate the influence of work motivation on the performance of employees of the Central Statistics Agency".

"H1: Job Satisfaction Mediates the Influence of Work Motivation on the Performance of Employees of the Central Statistics Agency".

e. The effect of compensation on job satisfaction

Here is the research hypothesis based on previous theories:

"H0: Compensation has no effect on the job satisfaction of employees of the Central Statistics Agency".

"H1: Compensation affects the job satisfaction of employees of the Central Statistics Agency".

f. The effect of compensation on performance

The following is the research hypothesis based on previous theories:

"H0: Compensation has no effect on the performance of employees of the Central Statistics Agency"

"H1: Compensation affects the performance of employees of the Central Statistics Agency"

g. Job Satisfaction acts as a mediating variable between compensation and Performance

The following research hypotheses are based on previous theories:

"H0: Job Satisfaction does not mediate the effect of compensation on the performance of employees of the Central Statistics Agency"

"H1: Job Satisfaction Mediates the Effect of Compensation on the Performance of Central Statistics Agency Employees"

h. The Effect of Work Engagement on Job Satisfaction

The following is the research hypothesis based on previous theories:

"H0: Work Involvement has no effect on the Job Satisfaction of employees of the Central Statistics Agency"

"H1: Work Involvement Affects the Job Satisfaction of Central Statistics Agency Employees"

i. The Effect of Work Engagement on Performance

The following is the research hypothesis based on previous theories:

"H0: Work Involvement has no effect on the Performance of employees of the Central Statistics Agency"

"H1: Work Involvement Affects the Performance of Central Statistics Agency Employees"

j. Job Satisfaction acts as a mediating variable between Work Involvement and Performance

Here is the research hypothesis:

"H0: Job Satisfaction does not mediate the effect of Work Motivation and Compensation on the Performance of employees of the Central Statistics Agency"

"H1: Job Satisfaction Mediates the Influence of Work Motivation and Compensation on the Performance of Employees of the Central Statistics Agency"

k. The Effect of Work Motivation, Compensation, and Work Engagement on Job Satisfaction

The following is the research hypothesis based on previous theories:

"H0: Work Motivation, Compensation, and Work Involvement have no effect on Job Satisfaction of Central Statistics Agency employees"

"H1: Work Motivation, Compensation, and Work Involvement Affect the Job Satisfaction of Employees of the Central Statistics Agency"

l. The Effect of Work Motivation, Compensation, and Work Engagement on Performance

The following is the research hypothesis based on previous theories:

"H0: Work Motivation, Compensation, and Work Involvement have no effect on the Performance of employees of the Central Statistics Agency"

"H1: Work Motivation, Compensation, and Work Involvement Affect the Performance of Employees of the Central Statistics Agency"

Discussion

Based on the above model, it can be seen that the relationship between exogenous variables and endogenous variables is explained in the following table:

Table 5. Summary of Test Hypotheses of Direct and Indirect Relationships

Hypothesis	Relationships			Standardized	C.R.	P	Ket
H1	MK	→	KEP	-0.002	-0.032	0.974	Not Signifying
H2	KEP	→	KIN	0.776	3.760	***	Significant
H3	MK	→	KIN	0.095	1.657	0.097	Not Signifying
H4	MK	→ KEP →	KIN	-0.002	-	0.006	Significant
H5	CAME	→	KEP	-0.025	-0.158	0.874	Not Signifying
H6	CAME	→	KIN	0.180	1.406	0.160	Not Signifying
H7	CAME	→ KEP →	KIN	-0.020	-	0.975	Not Signifying
H8	MONTHS	→	KEP	0.918	5.484	***	Significant
H9	MONTHS	→	KIN	-0.017	-0.070	0.944	Not Signifying
H10	MONTHS	→ KEP →	KIN	0.712	-	0.938	Not Signifying

The common hypotheses used are as follows:

a) Ho Exogenous variables have no significant effect on endogenous variables
b) Has Exogenous variables have a significant effect on endogenous variables

The decision-making basis for this test is as follows:

a) If t counts > 1.96 or P<0.05 at the level of □ 5%, then H0 is rejected
b) If t calculates < 1.96 or P>0.05 at the level of □ 5%, then H0 is accepted

Based on the table above, it can be concluded as follows:

1. H1 : The Effect of Work Motivation on Job Satisfaction (MK □ KEP)

In the relationship between MK and KEP, the MK variable has a calculated t-value of -0.032, P is 0.974, with a path coefficient of -0.002 with a negative value. Because the value of

t-calculation (-0.032) is lower than the -t table (-1.96) and P (0.974) is greater than 0.05, H1 is rejected, meaning that MK has no effect on KEP.

This means that Providing Work Motivation alone is not enough to increase Job Satisfaction. The results of this study are in line with the results of previous research. Among them was revealed by Siswadhi et al (2022) who in their research results stated that Motivation has no effect on Job Satisfaction.

In the reality of daily life, the fact is that *BPS* employees have often received Work Motivation from the leadership, but because the longer the work goes on, the more and more work is done, plus the frequent overtime of employees on holidays, will cause employee Job Satisfaction not to increase.

2. H2: The effect of job satisfaction on performance (KEP □ KIN)

In the relationship between KEP and KIN, the KEP variable has a calculated t-value of 3.876, the P *** (lower than 0.000), with a path coefficient of 0.776 is positive. Because the value of t calculated (3.876) is greater than t table (1.96) and P (***) is lower than 0.05, H2 is accepted, meaning that KEP influences KIN.

This means that increasing Job Satisfaction will also be accompanied by an increase in Performance. The results of this study are in line with the results of several previous studies. Among them were revealed by Rosmaini & Tanjung (2019), E. N. A. Putri & Ardiana (2019), A. I. Lestari & Widiandhono (2019), Talashina & Ngatno (2020), Hidayat (2021), Rifa'i et al (2021), Syahidin et al (2022), and Faa'id et al (2023). The results of their study concluded that Job Satisfaction influences Performance.

The situation in the field shows that Job Satisfaction is indeed related to Performance. Job Satisfaction obtained by employees can determine the high and low level of Performance. With the level of Job Satisfaction, *BPS* employees can optimize employee performance, so that in the end it can support organizational goals within *BPS*.

Job Satisfaction can be interpreted as the attitude of each employee regarding the tasks carried out in each day. If at work it shows a positive attitude, it will give an idea of the level of job satisfaction. Employees who do their jobs comfortably and have a happy attitude will be able to produce optimal performance contributions. (Sunarta, 2019)

3. H3: The effect of work motivation on performance (MK □ KIN)

In the relationship between MK and KIN, the MK variable has a calculated t-value of 1.657, the P is 0.097, with a path coefficient of 0.095 with a positive value. Because the value of t-calculation (1.657) is lower than the t table (1.96) and P (0.097) is greater than 0.05, H3 is rejected, meaning that MK has no effect on KIN.

This means that partially, increasing Work Motivation is not enough to improve the performance of *BPS* employees. The results of this study are in line with the results of several previous studies. Among them were revealed by Hasmalawati (2018), Adha et al (2019), Trifena & Hidayat (2020), Rifa'i et al (2021), A. I. Lestari & Widiandhono (2019), Nuraeni & Dwi (2020), Siswadhi et al (2022), and Abidin & Budiono (2023). In their research they concluded that partially, Work Motivation has no effect on Performance.

The phenomenon in the field proves that *BPS* employees have been very often given motivation to improve their performance. However, due to the workload that is already too

large with few human resources, partially providing Work Motivation is not enough to improve Performance optimally. Work motivation will be effectively used if the human resources of employees at *BPS* are in accordance with the available crew standards. This is in accordance with the theory that labor productivity is a comparison between the results achieved and the participation of labor per unit of time (Sutrisno, 2019).

4. H4: Job Satisfaction acts as a mediating variable between Work Motivation and Performance (MK □ KEP □ KIN)

In the relationship between MK through KEP and KIN, the MK variable through KEP has a P value of 0.006, with a path coefficient of -0.002 with a negative value. Because the value of P (0.006) is lower than 0.05, H4 is accepted, meaning that MK through KEP influences KIN.

The results of this study are in line with the results of several previous studies. Among them were revealed by Zainuri and Mundakir (2018), Talashina and Ngatno (2020), Rifa'i et al (2021), Siswadhi et al (2022), and Syahidin et al (2022). In their research, they concluded that Work Motivation through Job Satisfaction influences Performance.

Job satisfaction is important to achieve organizational goals. Before directly achieving organizational performance, *BPS* Work Motivation is more emphasized on employees to lead to Job Satisfaction first. Furthermore, if employee Job Satisfaction has increased, Performance will also be able to increase. Thus, Job Satisfaction becomes an effective intermediary in motivating employees to improve their performance.

5. H5: Effect of compensation on job satisfaction (KOM □ KEP)

In the relationship between KOM and KEP, the KOM variable has a calculated t-value of -0.158, the P is 0.874, with a path coefficient of -0.025 with a negative value. Because the value of t-calculated (-0.158) is lower than the -t table (-1.96) and P (0.874) is greater than 0.05, H5 is rejected, meaning that KOM has no effect on KEP.

The results of this study are in line with the results of previous research. Among them was revealed by A.A. Saputra (2021). In his research, it was concluded that Compensation had no effect on Job Satisfaction.

The phenomenon in the field turns out to be obtained information that there has been no increase in performance allowances at *BPS* for about 8 (eight) years. So that *BPS* employees feel that their welfare is not being paid attention to. The objectives of compensation management include obtaining quality human resources, retaining existing employees, ensuring fairness, respect for desired behavior, and cost control. (W Enny, 2019)

In another theory, extrinsic rewards such as wages, salaries, bonuses, praise, respect, appreciation, and other forms of empathy that are intrinsic are the Job Satisfaction factor. Wages or rewards in the form of material for employees in various countries are the highest order as a factor that determines Job Satisfaction. (Sunarta, 2019).

6. H6: Effect of compensation on performance (KOM □ KIN)

In the relationship between KOM and KIN, the KOM variable has a calculated t-value of 1.406, P is 0.160, with a path coefficient of 0.180 with a positive value. Because the value of t calculated (1.406) is lower than t table (1.96) and P (0.160) is greater than 0.05, H6 is

rejected, meaning that KOM has no effect on KIN.

The results of this study are in line with the results of several previous studies. Among them were revealed by Zainuri & Mundakir (2018), Marisa (2020), Rifa'i et al (2021), Suganjar & Hermawati (2020), Siswadhi et al (2022), Arifin et al (2023). In their research, they concluded that Compensation has no effect on Performance.

The absence of an increase in performance allowances at *BPS* for the last 8 (eight) years also has an impact on less-than-optimal performance. This is because the function of providing compensation includes in terms of using human resources more efficiently and effectively. With high compensation to employees, there is an implication that the organization will use employees effectively and efficiently, so that the organization will get maximum profits and benefits. From here, employee productivity is very decisive. (W Enny, 2019)

7. H7: Job Satisfaction acts as a mediating variable between compensation for Performance (KOM □ KEP □ KIN)

In the relationship between KOM through KEP and KIN, the variable KOM through KEP has a P value of 0.975, with a path coefficient of -0.020 with a negative value. Because the P value (0.975) is greater than 0.05, H7 is rejected, meaning that KOM through KEP has no effect on KIN.

The results of this study are in line with the results of previous research. Among them was revealed by Hidayat (2021). In his research, the results were obtained that Job Satisfaction was not able to mediate the influence that occurred between Compensation on Employee Performance.

A phenomenon that can be found in the field Performance allowance compensation that has not increased since the last 8 (eight) years at *BPS* may be the cause of employee's job satisfaction that has not increased. With Job Satisfaction that has not increased, of course, it is also the cause of performance that is not optimal. Thus, Job Satisfaction cannot be an intermediary of the effect of Compensation on Employee Performance.

8. H8: The Effect of Work Involvement on Job Satisfaction (KK □ KEP)

In the relationship between KK and KEP, the KK variable has a calculated t-value of 5.484, the P *** (lower than 0.000), with a path coefficient of 0.918 is positive. Because the value of t calculated (5.484) is greater than t table (1.96) and P (***) is lower than 0.05, H8 is accepted, meaning that KK influences KEP.

The results of this study are in line with the results of previous research. Among them were revealed by F. I. Putri & Kustini (2021). In his research, the results were obtained that Work Involvement influences Job Satisfaction.

The phenomenon obtained in the field turns out to be with a small number of employee human resources, but balanced with the optimal Work Involvement of all employees, it will be able to increase the job satisfaction of these employees. Signs of employees who have Work Involvement include directing themselves to exceed expectations, being able to endure difficult jobs given, being willing to help others, expressing opinions on improvements and adjusting to changes. (Providence, 2023)

9. H9: The Effect of Work Involvement on Performance (KK □ KIN)

In the relationship between KK and KIN, the KK variable has a calculated t-value of -0.070, the P is 0.944, with a path coefficient of -0.017 with a negative value. Because the t-value of the calculation (-0.070) is lower than the -t table (-1.96) and P (0.944) is greater than 0.05, H9 is rejected, meaning that KK has no effect on KIN.

The results of this study are in line with the results of previous research. Among them were expressed by Susilowati & Azizah (2020) and Kharismasyah et al (2021). In his research, the results were obtained that Work Involvement had no effect on Performance.

The phenomenon found in the field with the small and continuous human resource work involvement of *BPS* employees will certainly cause boredom or boredom for employees. In fact, almost every month there are *BPS* employees who work overtime on holidays (Saturday or Sunday). With energy that is often maximized continuously, it is not uncommon for employees to get sick because they work too often. With the illness of employees, of course, it will cause the organization's performance to be less than optimal.

10. H10: Job Satisfaction acts as a mediating variable between Work Involvement to Performance (KK □ KEP □ KIN)

In the relationship between KK through KEP and KIN, the KK variable through KEP has a P value of 0.938, with a path coefficient of 0.712 with a positive value. Because the P value (0.938) is greater than 0.05, H10 is rejected, meaning that KK through KEP has no effect on KIN.

The results of this study are in line with the results of previous research. Among them were revealed by Siswanti & Pratiwi (2020). In his research, it was found that Job Satisfaction did not mediate the influence of Employee Engagement on Employee Performance.

The phenomenon that can be found in the field that there are few employee human resources turns out to prove that they are not able to improve performance. High job satisfaction without the support of Work Involvement with adequate employees turns out to be unable to optimize *BPS* Performance. Thus, in principle, organizational performance will only be optimal if it is done with a sufficient number of human resources.

11. H11: The Effect of Work Motivation, Compensation, and Work Engagement on Job Satisfaction

The R square value of the Job Satisfaction variable (KEP) is 0.802 or 80.2%, meaning that the variables Work Motivation (MK), Compensation (KOM), and Work Involvement (KK) have an effect of 80.2% on Job Satisfaction (KEP). This means that if *BPS* employees have increased Work Motivation, increased Compensation, and increased Work Engagement, it will also be able to increase the Job Satisfaction of *BPS* employees.

The results of this study are in line with the results of previous research. Among them was revealed by Havidz (2024). In his research, it was found that Work Motivation, Compensation, and Work Involvement had a positive effect on Job Satisfaction.

The phenomenon in the field overall, the provision of Work Motivation, Compensation, and Work Involvement is indeed quite capable of increasing employee Job Satisfaction. In the context of this study, the variables of Work Motivation and Work Involvement are internal factors of individuals, while Compensation is an external factor.

Job Satisfaction is influenced by an individual's internal environment and an individual's external environment. Efforts to understand are important, including how the organization understands the needs, wants, and expectations of employees, as well as understanding their goals with the organization (Sunarta, 2019).

12. H12: The Effect of Job Satisfaction, Work Motivation, Compensation, and Work Engagement on Performance

The R-square value of the Performance variable is 0.901. This means that the variables of Job Satisfaction (KEP), Work Motivation (MK), Compensation (KOM), and Work Involvement (KK) have an influence of 90.1% on Performance (Y). Thus, it can be interpreted that increased Job Satisfaction, increased Work Motivation, Increased Compensation, and Increased Work Involvement can also improve the Performance of *BPS* employees.

The results of this study are in line with the results of previous research. Among them was revealed by Hidayat (2023). In his research, the results were obtained that Work Motivation, Compensation, and Work Involvement have an effect on Performance. In general, the more independent variables are used in researching their influence on Performance, the greater the percentage of influence on Performance. In this study, it is known that if Job Satisfaction, Work Motivation, Compensation, and Work Involvement are used simultaneously, it will affect the Performance of *BPS* employees.

CONCLUSIONS

The study found that Work Motivation did not significantly influence Job Satisfaction among BPS employees in Central Kalimantan Province, while Job Satisfaction positively affected Performance. Although Work Motivation had no direct impact on Performance, it indirectly improved outcomes through Job Satisfaction. Compensation showed no significant effect on either Satisfaction or Performance, whereas Work Engagement positively influenced Job Satisfaction but not Performance. Collectively, Work Motivation, Compensation, and Work Engagement accounted for 80.2% of the variance in Job Satisfaction and 90.1% in Performance. It is recommended that BPS enhance human resource capacity, strengthen leadership initiatives to improve Motivation and Job Satisfaction, and provide clearer guidance to employees. Future research should include additional variables—such as organizational culture or leadership style—and expand both the scope and sample size to deepen understanding of factors affecting employee performance in the public sector.

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