

The Effect of Job Satisfaction and Work Motivation on Employee Performance in Pekanbaru City Sub-District in Pekanbaru City

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ABSTRACT

Purpose: The population in this research is all employees who work at the District Office and the sampling technique uses census sampling, namely all employees are used as a research sample, totaling 36 people.

Methodology/approach: This research aims to analyze the influence of job satisfaction and work motivation on employee performance in Pekanbaru City District in Pekanbaru City.

Results/findings: The results of this research show that job satisfaction and work motivation partially and simultaneously have a significant positive effect on employee performance in Pekanbaru City District in Pekanbaru City.

Conclusions: Job satisfaction and work motivation significantly and positively influence employee performance, explaining 64.1% of its variation. Improving bonuses, recognition, and teamwork can further enhance performance.

Limitations: This research aims to analyze the influence of job satisfaction and work motivation on employee performance in Pekanbaru City District in Pekanbaru City.

Contribution: Provides evidence and practical guidance for improving public sector performance through better incentives and motivation strategies.

Keywords: *Employee Performance, Job Satisfaction, Work Motivation*

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1. Introduction

Human resource management is an important part for companies and organizations in managing, organizing and implementing activities within the organization, because human resources are one of the basic capital that is directly related to the process of achieving company and organizational goals to produce good and quality products (Maskur, Basir, & Dewi, 2024). Organizations that want to achieve maximum results in achieving their goals should pay more attention to the role of human resources in achieving organizational goals. Human resources are one of the most important factors in an

organization (Indrati, Ardi, & Berlianto, 2025). In facing globalization, the success or failure of an organization in achieving its goals depends greatly on the ability of human resources to carry out the tasks assigned by the organization.

The existence of human resources in an organization plays a very important role. The potential of every human resource in the organization must be utilized as best as possible to achieve the best possible results (Sinambela, Darmawan, & Mendrika, 2022). Therefore, serious attention is needed to achieve the organization's long-term and short-term goals (Ben-Oz & Greve, 2015). One of the important goals achieved by organizations is human resource development is to create employee job satisfaction and employee work motivation to improve employee performance in the organization, so that employees can do the right work according to their position and position. Human resources are a very valuable asset owned by a government agency which depends on the human element. Therefore, every government agency is required to develop human resources to achieve its goals (Babae Rayni, Daneshfard, & Mirsepassi, 2021). Quality and reliable human resources require effective and efficient management, because human resources are a very important function in managing a company or organization. Managing human resources well and correctly will really help an organization to get employees who suit the organization's needs. In the human resource management dimension, it can be seen that employee performance will increase if employee job satisfaction and work motivation increase (Attamimi, Hayati, & Karim, 2022).

One of the things that an organization must pay attention to is job satisfaction for its employees, because employees who do not feel comfortable at work, are less appreciated, and cannot develop their potential, then automatically employees will not focus and concentrate on the work they are carrying out. Job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received, and matters involving physical and psychological factors. An individual's satisfaction or dissatisfaction with their job is something personal depending on how they perceive the match between their desires and the results. It can be concluded that job satisfaction is a positive attitude from workers which includes feelings and attitudes through assessing work as respect in achieving one of the important values of work. The level of job satisfaction and work motivation will be reflected in employees' feelings towards their work, in the form of a positive attitude towards everything they face and the tasks they are given. Employees like this no longer see work as a burden and coercion but will see work as a pleasure and a necessity for the collective welfare of their employee members. Employee attitudes towards their work greatly influence job satisfaction and the work motivation provided, if the attitude of the leader does not provide comfort and motivational encouragement to his subordinates it will cause major losses to the organization or if the leader provides comfort at work and provides motivational encouragement to his subordinates it will lead to an increase very good work results.

Factors that are taken into account to increase employee morale in each organization are job satisfaction and employee work motivation (Ali & Anwar, 2021). This is quite reasonable because job satisfaction and work motivation are factors that reflect a person's attitude and character in carrying out their main duties. One of the government agencies is the District. The sub-district is one of the government agencies responsible for providing public services to the community. Pekanbaru City District is the working area of the sub-district head as a regional apparatus. The sub-district is led by a sub-district head who acts as regional head, carrying out general tasks assigned by the government in the sub-district area. Some of its duties are coordinating community empowerment activities, coordinating the implementation and enforcement of regional regulations and regent regulations, carrying out general government affairs, and coordinating efforts to maintain peace and public order. Pekanbaru City Subdistrict consists of 6 sub-districts, namely Sukabusi sub-district, Kota Tinggi sub-district, Kota Baru sub-district, Tanah Datar sub-district, Simpang Empat sub-district, and Sumailang sub-district. The following is a pre-survey regarding employee job satisfaction in district of Pekanbaru City.

The number of employees in Pekanbaru city district in 2023 were 36 people, broken down based on position. This is a form of organization or group that must work together and help each other in order to motivate each other and be able to improve their respective work results. Conditions in the work

environment can also satisfy the results of the work. In an effort to improve the performance of human resources, it is not something easy because performance has various concepts and can be analyzed from various points of view and influenced by job satisfaction. Human behavior is always based on motivation both from outside and within oneself, employees who work with high motivation are the hope of every organization.

Apart from job satisfaction, organizations must also pay attention to how to maintain and manage employee motivation at work so that it is always high and also focused on organizational goals. Maintaining employee motivation is very important because motivation is the driving force for each individual that motivates them to do something. Someone will not do something optimally if they do not have high motivation to do it. According to Ahmad (2021) work motivation is a condition within a person that encourages him to carry out certain activities to achieve a goal. Motivation is something very important that underlies someone to do something to achieve a goal.

Based on the data, it can be seen that data on the type of motivation provided in Pekanbaru City District provides forms of motivation for its employees such as salaries, health insurance, allowances and also pension funds. This form of motivation can encourage employees to work well. With job satisfaction and work motivation, leaders can create quality employees who also excel individually and in groups (Wa, Desriyantika, Hasbullah, Et, & Indrianni, 2024). Based on the various descriptions that have been explained, of course employee satisfaction and motivation have an influence on improving performance. By providing motivation to employees, including providing appropriate rewards, an adequate work environment and appreciation for achievements from leaders, employee expectations and needs will certainly be achieved. In this way, it is hoped that it can provide job satisfaction, so that employees are more enthusiastic about working in order to improve performance.

Employee performance is to what extent of an employee achieves the expected results in carrying out their duties. Employee performance is usually measured based on individual or group achievements, quality of work, productivity, initiative, and ability to work together within the organization (Hairudin & Oktaria, 2022). Performance is the result of work in terms of quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them. From the data on the performance of Pekanbaru City District employees, it shows that it is quite good or can be called quite good, which can be seen from the level of completing processes in the interests of the community. In the Population Administration process regarding making Birth Certificates, Making Death Certificates. Making Identity Cards (KTP), Making Family Cards (KK), and other documents. However, the performance of Pekanbaru City District employees has not been optimal yet, due to the lengthly of process of making a Cover Letter for Licensing and a Cover Letter for Information. For example, in the process of making a cover letter for information, namely the process of checking land information to be gifted to the land seller and buyer along with the sale and purchase compensation letter. experience long performance which can take 1-7 working days, the majority of which take longer than the specified time. This shows that employee performance is still not good enough and will have an impact on less maximal employee performance.

Based on observations, researchers found several problems in job satisfaction in Pekanbaru City District. One of them is employees who are given overtime duties but do not receive additional salary, besides that there is still a lack of cooperative relations between employees and a lack of career paths for employees. This disrupted job satisfaction affects performance, because good performance is very important for the success of the organization. Apart from that, problems related to work motivation were also found, such as some employees lacking initiative in completing tasks without direct orders from the leadership, a lack of motivational encouragement from the leadership, and a lack of responsibility at work. Low work motivation also has an impact on performance, because strong motivation is needed to achieve organizational goals. On the other hand, there are problems related to performance, such as delays in completing tasks and employee absences from the office during working hours which cause work buildup and delays in service. Thus, solving these problems will support increased performance and overall organizational success.

2. Literature review

2.1 Employee Performance

According to Yulius (2022) employee performance is the result of an employee's work in the management process or an organization as a whole, in which the results of this work must be shown in real and measurable evidence. According to Rasam, Sari, and Karlina (2019) performance is the result obtained by a member of an organization, whether the organization is profit oriented or non-profit oriented, which is produced over a certain period of time. According to Ngaliman, Catrayasa, and Khairil (2025) performance is the result of quality and quantity of work achieved by employees in carrying out their duties in accordance with the responsibilities given to them. According to (Rasam et al., 2019) Performance is the result of work that has a strong relationship with organizational goals, satisfaction and contributes to the economy.

Polakitang, Koleangan, and Ogi (2019) said that Performance is the result of work obtained based on various requirements (job requirements). A job has certain requirements to achieve goals which are called job standards. From this it can be concluded that performance is a description of the implementation achievements of an activity/program/policy to implement the goals, objectives, vision and mission of the organization. According to Andreas (2022) performance is the result of work that has been achieved by a person or group of people in an organization, in accordance with their respective responsibilities and authority, to achieve the goals of the organization concerned legally, without violations and in accordance with morals and ethics. From several expert's point of view above, it can be concluded that employee performance is the result of the work that an employee has done in completing their work in quality and quantity in accordance with their responsibilities for the work carried out by each employee with factors that influence employee performance according to Yulius (2022), factors that influence employee performance are as follows: Individual variables, organizational variables and psychological variables.

Besides that Yulius (2022), cited that performance appraisal is the process of assessing employee work results using performance assessment tools by comparing them with standard standards. Through this assessment, we can find out whether the work is in accordance with the work details that have been previously prepared or not. According to Iqbal, Akbar, and Budhwar (2015) performance appraisal is the process of evaluating individual performance against performance standards. According Wijaya and Sari (2020), performance appraisal is a system that is carried out regularly to monitor and test individual performance. Performance appraisal is a guideline that is expected to realize employee work performance on a regular basis. So that it can provide compensation and career development for employees.

According to Wijaya and Sari (2020) performance appraisal is a system review of employee working conditions which is carried out formally according to performance standards set by the company. Performance appraisal is assessing the results of the ratio of real work to quality and quantity standards produced by each employee. Performance appraisal is a process carried out systematically to assess the overall performance of employees within a certain period or period. According to Yulius (2022), the objectives of performance appraisal are as follows: Assessing employee abilities and employee development. Another point that Moor and Sujianto (2022), employee performance indicators are the parts that become benchmarks when assessing employee performance. There are several performance indicators that are used as benchmarks in assessing employee performance, namely Quality, Quantity, Implementation of duties and Responsibilities.

2.2 Job satisfaction

According to Yulius (2022), job satisfaction is the emotional state of an employee that occurs or does not occur at a meeting point between the value of remuneration for the employee's work and the company or organization and the level of remuneration that the employee really wants. Therefore, it can be said that job satisfaction is also a thing feelings that support or do not support an employee's self are related to their work or their condition. According to Jufrizen and Hadi (2021), job satisfaction is the quality and quantity of work achieved by employees by carrying out their duties in accordance with the responsibilities that have been given to them. According to Jufrizen and Hadi (2021), job satisfaction

is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received, and matters involving physical and psychological factors. According to Riyani and Maulia (2023), job satisfaction is an employee's view of the good and bad of their work. This feeling can be seen from the employee's positive attitude towards work and everything they encounter in their work environment.

According to Jufrizen and Hadi (2021), job satisfaction is a general attitude towards a person's work, the difference between the amount of reward an employee receives and the amount they believe and what they should get. According to Jufrizen and Hadi (2021), job satisfaction is a general attitude resulting from several specific attitudes including work factors, adaptation and individual social relationships outside of work. According to Wiliandari (2015), there are three theories regarding job satisfaction, namely: Discrepancy Theory, Equity Theory and Herzberg's Two Factor Theory. In this case, there are 5 factors that can influence job satisfaction namely as follows: Opportunity to advance, Willingness to work, Salary, Company and management and Supervision. With indicators According to Citrawati and Khuzaini (2021), the indicators that influence job satisfaction are as follows Salary/wages (pay), Co-workers (workers), Work itself (work it self), Supervision (supervision).

2.3 Work motivation

According to Kopsov (2021) motivation is an urge from within humans to act or behave. According to Hamsal, Nurman, and Razak (2023) motivation is a factor for a person to carry out a certain activity, so motivation is usually also interpreted as determining a person's behavior based on responsibility. According to Prasetyo, Riadi, Rinawati, and Resawati (2021) motivation is a desire that arises from within a person or individual because they are inspired, encouraged and encouraged to take part in activities with sincerity, joy and seriousness so that the results of the activities carried out achieve good results. and quality. Motivation from this word can be interpreted as something that encourages oneself to do something. According to Sabrina, Utami, and Fuad (2023), work motivation is a term used in organizational behavior to describe the strength within an individual which explains the level, direction and persistence of effort expended while working.

According to Michael, Purnama, and Assa (2022) work motivation is a condition that has the effect of generating, directing and maintaining behavior related to the work environment. According to Jufrizen and Hadi (2021) work motivation is encouraging someone to work, for example a large salary, supportive leadership, adequate work support facilities, a comfortable work environment and also pleasant co-workers. According to Jufrizen and Hadi (2021) work motivation is one thing that influences human behavior. Motivation is also referred to as driving desires, supports or needs that make someone enthusiastic and motivated to reduce and fulfill their own urges, so that they can act in certain ways that will lead to the best. According to Jufrizen and Hadi (2021) work motivation is a state within a person that encourages him to carry out certain activities to achieve a goal.

According to Prasetyo et al. (2021) there are four factors that influence work motivation, namely as follows: Life needs, future needs, self-esteem needs and the need for recognition of work performance, while according to Jufrizen and Hadi (2021) there are types of motivation. two Positive Motivation (positive incentives) and Negative Motivation (negative incentives), according to Yulius (2022), the objectives of work motivation are as follows: Increasing employee morale and job satisfaction, Increasing employee work productivity, Maintaining the stability of Company employees, Increasing employee discipline, Make employee procurement more effective, Create a good working atmosphere and relationships, Increase employee loyalty, creativity and participation, Increase the level of employee welfare. Increase employees' sense of responsibility for their duties and increase the efficiency of using tools and raw materials. In general, indicators are measuring tools for the process of achieving goals, according to (Jufrizen & Hadi, 2021) there are eight indicators of work motivation, namely: Hard work, Future orientation, Target orientation, High aspirations, Effort to progress, Perseverance, Selected coworkers and Time use.

3. Research methodology

This research adopts a quantitative descriptive method using a questionnaire as a data collection tool to explore the relationship between independent variables and dependent variables using the SPSS as a statistical application. The research object focuses on employees of Pekanbaru City District, with a total population of 36 people. Sampling was carried out by census, where the entire population became the research sample. Primary data was obtained through questionnaires distributed to employees, while secondary data came from scientific literature and related documents. Data collection techniques involve unstructured interviews, use of questionnaires with a Likert scale, and documentation. Data analysis was carried out quantitatively by scoring using an ordinal Likert scale to convert questionnaire data into quantitative data. With this approach, research is expected to provide a deeper understanding of the factors that influence job satisfaction, work motivation and employee performance in Pekanbaru City District.

4. Results and discussions

4.1 General Description of Respondents

The general description of respondents is an important evaluation for researchers to understand the extent to which employees of various identities can influence research results. The identity of the respondent assessed includes gender, age, highest education, and length of service. Gender can influence needs and preferences in work, while age reflects the level of adaptation and productivity in the work environment. Education is an important factor that influences ability and insight in completing work tasks. Meanwhile, work experience reflects the effectiveness and level of experience in handling tasks according to working hours. By considering these various factors, researchers can interpret research results more appropriately according to the characteristics and context of the respondents involved.

Table 1. Characteristics of Respondents

Demographics	Category	Frequency	(%)
Gender	Male	24	66
	Female	12	33
Age	20-25 Years	2	5
	26-30 Years	11	31
	31-40 Years	15	42
	41-50 Years	8	22
	>50 Years		
Education	Elementary School	0	0
	Junior High School	0	0
	Senior High School	0	0
	Diploma	11	31
	Undergraduate Degree	18	50
	Masters Degree	7	19
Work Period	1 Month	0	0
	6 Month	0	0
	1-3 Years	9	25
	5 Years	16	45
	10 Years	8	22
	>10 Years	3	8

Source: Primary Data Processed 2023

Based on the table which presents the identities of respondents according to gender, of the total 36 employees at the Pekanbaru District Office, 24 people or 66% are women, while 12 people or 33% are men. This shows that the majority of employees in this office are women, which may be due to their superiority in serving administrative work and integrated services at the sub-district office. Meanwhile,

based on age identity, the majority of respondents were between 31-40 years old, with 15 people or 42% of the total 36 employees. This shows that the majority of employees in the office are of productive age who can understand the tasks and work context well. Apart from that, in terms of educational identity, the majority of employees have a bachelor's degree educational background, as many as 18 people or 50%. A high level of education is expected to support employee work effectiveness in handling tasks well. Meanwhile, according to length of service, the majority of employees have a service period of 5 years, with 16 people or 45%. It is hoped that a long working period can make a positive contribution to the employee's overall work results.

4.2 Analysis of Respondent Responses

Table 2 Respondents' Responses Based on Variables

Variable	Statement	Total Score	The Highest Score	The Lowest Score
Job satisfaction	12	1.576	176	112
Work motivation	12	2.182	166	120
performance	13	1808	166	134

Source: Primary Data Processed 2023

Based on this table, analysis of the data shows that employee job satisfaction in Pekanbaru City District tends to be good, with a total score reaching 1,576, which is in the good category. This shows that employees in the office feel satisfied with their work and are able to carry out their responsibilities well. Meanwhile, work motivation was also rated as good with a total score of 2,182, indicating that employees have sufficient motivation to complete their work well and are oriented towards optimal results. Likewise, employee performance is considered good, with a total score of 1,808, indicating that employees are able to adapt their work results well and follow the agency's needs optimally.

4.3 Coefficient of Determination (R²)

The coefficient of determination aims to measure how big the ability of the model in explaining variations in the dependent variable. In testing the first hypothesis, the coefficient of determination is seen from the Adjusted R² value to evaluate how much the independent variables, namely job satisfaction and work motivation, can explain variations in the dependent variable, namely employee performance. The Adjusted R² value ranges between 0 and 1, where closer to 1 indicates that the model is able to explain greater variation in the dependent variable. To see the coefficient of determination in this study, it can be seen in the following table: [include table here:

Table 3 Results of the Coefficient of Determination (R²) Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	831a	661	641	5.723	984

a. Predictors: (Constant), Work Motivation, Job Satisfaction

b. Dependent Variable: performance

Source: SPSS 26, 2023

Based on this table, the coefficient of determination (R²) in this study shows that the correlation between the independent variable and the dependent variable is R=0.813. This indicates that job satisfaction and work motivation have a strong influence on employee performance at the Pekanbaru City District Office in Pekanbaru. The correlation that occurs is positive and in line with a high level of relationship. From data analysis, the Adjusted R Square has a value of 0.641, which means 64.1% of employee performance variables can be explained by job satisfaction and work motivation. The remainder (35.9%) is influenced by other factors not included in this research, such as work stress, work conflict, work environment, employee performance, compensation, rewards and punishment, and other variables.

4.4 Discussion

4.4.1 The Effect of Job Satisfaction on Performance

This research aims to identify and analyze the impact of job satisfaction and work motivation on employee performance at the Pekanbaru City District Office in Pekanbaru. The test results using the partial t test show that the calculated t value exceeds the t table, while the significance value is lower than 0.05. This indicates that partial job satisfaction has a significant influence on employee performance in the office. Job satisfaction positively and significantly influences employee performance, which indicates that employee performance tends to increase when they feel satisfied with the standard of work and compensation provided, and receive support from good colleagues. However, if these aspects are not fulfilled, employee performance is likely to decline.

The highest percentage score on the job satisfaction variable was found in the indicator "I am able to adjust my work responsibilities clearly". This shows that employees are able to properly adjust their work responsibilities and feel satisfied with their implementation. The ability to adjust work responsibilities effectively can help clarify employee roles and responsibilities, and optimize their performance. On the other hand, the indicator that received the lowest score was "I get bonuses in every job." This shows that the motivation to get work bonuses is still less than optimal among employees. Dissatisfaction with the bonus system can result in low levels of job satisfaction, especially when employees feel that bonuses are not given fairly to those who have achieved good performance.

4.4.2 The Effect of Work Motivation on Performance

Based on the test results using the partial t test, it was concluded that partial work motivation has a significant influence on employee performance at the Pekanbaru City District Office in Pekanbaru. This is reflected in the calculated t value which is greater than the t table value and the significance value which is smaller than 0.05. The positive influence of work motivation on employee performance shows that when employees feel motivated to work and are satisfied with the work environment, their performance tends to increase. On the other hand, if work motivation is lacking and employees do not feel comfortable with the work environment, their performance is likely to decline.

The highest percentage score on the work motivation variable is found in the indicator "I have a goal to clearly improve the image of the organization". This shows that employees have the motivation to improve the organization's image and maintain a good reputation in the eyes of society, which can be a driving force for motivation at work. Meanwhile, the indicator with the lowest score is "I have good creativity at work". This indicates a lack of creativity in completing tasks in the office, where employees tend to have difficulty presenting creative and innovative ideas to complete their work. The results of this research are also consistent with previous research conducted by Yulianie (2019) in her research entitled "The influence of work discipline and work motivation on employee performance at the South Metro sub-district office, Metro City". This research shows that good work discipline and high work motivation have the potential to improve employee performance. Thus, these findings not only provide additional understanding of the factors that influence employee performance, but also contribute to further understanding of the importance of work motivation in the context of organizational activities.

4.4.3 The Influence of Job Satisfaction and Work Motivation on Performance

The variables job satisfaction (X1) and work motivation (X2) simultaneously have a significant positive influence on employee performance at the Pekanbaru City District Office in Pekanbaru, as confirmed through the simultaneous F test, partial t test, and R Square value. This success shows that job satisfaction and work motivation play an important role in improving employee performance when carrying out their duties in the office. Even though there were respondents who gave low ratings regarding employees' ability to complete work targets in accordance with agency goals, this did not have a significant impact on overall employee performance. Therefore, further strategic adjustments can be considered to improve overall performance for the betterment of the agency.

The results of this study are consistent with findings in previous studies, such as those conducted by Zarkasi, Halin, and Marnisah (2022) in their research entitled "The influence of work motivation and work environment on employee performance at the Talang Kelapa sub-district office, Banyuasin

Regency". Their findings show that work motivation has a significant positive impact on employee performance, as well as the work environment. Thus, the results of this study not only provide further understanding of the factors that influence employee performance, but also contribute to the overall literature that supports the importance of paying attention to job satisfaction and work motivation in improving employee performance in various organizational contexts.

5. Conclusion

5.1 Conclusion

Based on the research results, it was found that partial job satisfaction has a positive and significant influence on employee performance at the Pekanbaru City District Office, Pekanbaru City. Likewise, work motivation has also been proven to partially have a positive and significant effect on employee performance in the office. Furthermore, the research results show that job satisfaction and work motivation together have a positive and significant influence on employee performance. The Adjusted R-Square value of 64.1% indicates that most of the variability in employee performance can be explained by a combination of job satisfaction and work motivation.

Based on these findings, a number of suggestions can be made. First, it is recommended that the Pekanbaru City District Office pay further attention to the system of giving bonuses to employees, so that these bonuses can become a factor that strengthens employee job satisfaction. Furthermore, it is important for the office to provide awards for the achievements that have been achieved by employees, as an effort to increase their motivation and job satisfaction. Apart from that, collaboration and coordination between colleagues in the office also needs to be improved to support the smooth implementation of clear duties and responsibilities. Employees also need to increase their awareness and quality of work so that work results can be adjusted to the expected standards effectively, while good time management will help increase employee productivity and work activities.

5.2 Suggestions

Based on the article's finding that job satisfaction and work motivation significantly drive employee performance in the Pekanbaru sub-district office, we recommend instituting transparent performance-based incentives alongside non-monetary recognition; defining clear career paths and a competency framework supported by mentoring and periodic training; embedding supportive leadership through regular coaching and timely feedback; cascading OKRs/KPIs to the individual level to align personal and organizational goals; running quarterly pulse surveys with rapid unit-level follow-up; strengthening cross-unit collaboration and introducing job enrichment/rotation to increase work meaningfulness; and ensuring fair, consistent compensation policies so employees perceive clarity, equity, and real opportunities to develop—conditions that sustain higher performance

5.3 Acknowledgment

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