



The Influence of Motivation and Job Satisfaction on Employee Performance at the Plantation and Livestock Service Office of Tolitoli Regency

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ABSTRACT

This study aims to determine the Influence of Motivation and Job Satisfaction on Employee Performance at the Plantation and Livestock Office of Tolitoli Regency. This study uses a quantitative method. The sampling technique used is total sampling. The number of samples in the study was 67 respondents. Data sources are primary data and secondary data. Data collection techniques use questionnaires and documentation. Data analysis techniques use multiple linear regression which is analyzed using the help of SPSS Statistics version 26 data processing tools. Based on the results of the study, it can be concluded that motivation partially influences the performance of employees of the Tolitoli Regency Plantation and Livestock Service. Job satisfaction partially influences the performance of employees of the Tolitoli Regency Plantation and Livestock Service. And motivation and job satisfaction simultaneously influence the performance of employees of the Tolitoli Regency Plantation and Livestock Service.

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1. INTRODUCTION

Human Resources are the most important element influencing an organization. Without competent human resources, work targets cannot be achieved no matter how sophisticated the work tools are (Ampong, 2024). Therefore, an organization must pay attention to the position and human resources to create stability in the operational movement of the organization where human resources become a function of satisfying the needs of the community (Dimple & Tripathi, 2024). On the other hand, the organization must carry out social functions internally and externally to ensure the welfare of its members, which will have an impact on the survival of the organization (Lu et al., 2023).

The agency must have a competitive edge, for that the application of human resource management with its various aspects is required. In the dimension of human resource management it is known that employee performance will increase when employee job satisfaction and motivation increase (Alsafadi & Altahat, 2021). Job satisfaction is closely related to the employee's attitude and the job itself, work situation, cooperation between leaders and employees (Keltu, 2024). As long as you are in an agency or organization, there are bound to be some members or officers who feel dissatisfied, get bored quickly, and complain. Will result in a decrease in motivation and performance in work, in other words, job satisfaction in employees will affect the productivity level,

where work productivity will affect the level of success or progress of an organization (Rachman, 2021).

The theory underlying the selection of motivation and job satisfaction as key factors in performance focuses on the direct influence of both on employee productivity and dedication. According to Maslow and Herzberg, as cited in (Ihensekien & Joel, 2023) the significance of individual needs and satisfaction in enhancing performance is emphasized. Relevant sources can be found in studies that explore the relationship between motivation, job satisfaction, and employee performance.

Motivation is generally assessed by employee behavior shown in the amount of effort expended, or the chosen strategy used to complete a job or task (Ahmad et al., 2024). If employees already have high motivation, there will be a commitment to carry out their work with good and competent work quality because it is indeed their responsibility and employees do not feel that the work is a burden for them (Chen et al., 2024). Employees will get a positive impact because they will try harder to work according to the targets and rules that have been determined so that the organization will continue to advance and develop because it has employees who have good quality. Employees who have high performance are those who are talented, qualified, highly motivated and willing to work together in a team (Agustian et al., 2023).

Job satisfaction is a very important factor to be considered for every organization (Bulińska-Stangrecka & Bagieńska, 2021). If every employee feels satisfied with the jobs where he fulfills them according to the conditions of the work environment, feels comfortable, is treated fairly by the company then the employee will feel satisfied with his job and of course if he can feel satisfied the employee will be able to perform better in carrying out his duties and responsibilities. In addition, there is a main reason why job satisfaction is important, the first is seen from a human perspective that basically everyone has the right to be treated fairly and properly, especially an employee who has contributed to his work to the organization (Fu et al., 2022). Then the second in terms of benefits/functions is that basically job satisfaction can give birth to positive behavior related to his work which can ultimately have an impact on the organization to be more advanced. One factor that influences employee loyalty is employee job satisfaction. Job satisfaction (job satisfaction) is an emotional state of employees that occurs or does not occur a meeting point between the value of employee work rewards and agencies or organizations with the level of reward value desired by employees and agencies or organizations with the level of reward value desired by the employees concerned. Employees who feel uncomfortable, underappreciated, and unable to develop all the potential they have in working automatically cannot concentrate fully on their work (Wulff & Lassen, 2024).

Organizations require good employee skills or performance. Performance is a description of the level of achievement of the implementation of an activity, program, policy in realizing the organization's targets, goals, vision and mission as stated in the organization's strategic planning. Based on the results of observations at the Tolitoli Regency Plantation and Livestock Service Office, it shows that the phenomenon related to employee performance is the low motivation within themselves to work together. Lack of attention from superiors to their subordinates also causes low employee motivation. And also superiors are less intense in providing motivation to his subordinates so that it has an impact on low employee morale. And one of the things that affects employee performance is job satisfaction, meaning that with a high level of job satisfaction, employees will usually give good performance, and vice versa when employees do not experience satisfaction, the performance given is not optimal. This is the role of leaders who are there to implement various steps that lead to increasing employee job satisfaction.

Work motivation is a driving force or motivator that is possessed or found within each individual in carrying out an activity so that the individual is willing to act, work and be active in using all of his/her abilities and potential to achieve the desired goals, as previously determined (Ahmad, 2021). stated that work motivation is closely related to a goal, the more valuable the goal is to the person concerned, the stronger the motivation (Acquah et al., 2021). So motivation is very

useful for a person's actions or deeds. Nasution et al., (2021) concluded that work motivation is a skill in directing or controlling and moving someone to take action on desired behavior based on predetermined targets to achieve certain goals.

Job satisfaction is quite interesting and important because job satisfaction is an employee's attitude towards work related to work situations and cooperation between employees. According to Brunelle & Fortin, (2021) Job satisfaction is a pleasant or unpleasant emotional state for employees regarding their work. Job satisfaction reflects a person's feelings towards their work."According to Mahmood Aziz et al., (2021) Job satisfaction is a pleasant psychological condition of employee feelings that are very subjective and very dependent on the individual concerned with their work environment and job satisfaction is comprehensive or refers to a person's work section. Job satisfaction is a feeling of pleasure or displeasure in viewing and carrying out one's work. If someone is happy with their work then that person is satisfied with their work (Zuhra, 2022).

According to Andreas, (2022) defines performance as work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. it was concluded that employee performance is a work result produced by an employee which is interpreted as achieving the expected goals(Latham, 2023). Furthermore, (Nabawi, 2019) stated that employee performance is the work results achieved by a person in carrying out the tasks given to him to achieve work targets.

The Department of Agriculture and Animal Husbandry of Tolitoli Regency plays a crucial role as a leading sector in managing its potential for the welfare of the community. According to the Tolitoli Regency Medium-Term Development Plan (RPJMD) for 2021-2026, the agricultural sector contributes 32% to the Gross Regional Domestic Product (GRDP), yet its growth rate is only 2.1% per year, falling short of the 5% target. There are signs of declining employee performance, evident in various operational aspects of the department, such as the failure to complete work programs on schedule, slow responses to farmers' and breeders' complaints, frequent delays in administrative document processing, and a lack of innovation in public services. The 2022 Public Satisfaction Survey revealed that the department's service score was only 68 out of 100, a decrease from 72 in 2020 (Tolitoli, 2022)

Based on the problems that have been previously expressed in the framework of thought above, the hypothesis in this study is as follows: H_1 = It is suspected that motivation has a significant influence on employee performance at the Plantation and Livestock Service Office. H_2 = It is suspected that Job Satisfaction has a significant influence on Employee Performance at the Plantation and Livestock Service Office. H_3 = It is suspected that Motivation and Job Satisfaction have a significant influence on the Performance of Employees at the Plantation and Livestock Service Office

2. RESEARCH METHOD

The type of research used in this study is a quantitative research method with an associative causality approach or causal influence relationship. This approach is used to analyze the influence of motivation and job satisfaction on performance. Employee Performance at the Plantation and Livestock Service Office of Tolitoli Regency.

According to Sugiyono, (2019) that the quantitative research method is a research method based on the philosophy of positivism which is used to research certain populations or samples. The research approach used is the causal approach, namely research that aims to determine the causal influence or influence and influence between two or more variables to explain, predict or control a particular symptom and then draw conclusions.

Population is a generalization area (Sugiyono, 2019). In this study, the population is all Civil Servants at the Plantation and Livestock Service Office of Tolitoli Regency. The sampling technique used in this study is saturated sampling which is included in non-probability sampling (Nugraha, 2022).

To ensure that the research instruments used in this study are appropriate and valid for addressing the research issues, the researcher undertook a series of testing steps known as validity and reliability tests. This was conducted with 20 respondents from different agencies while maintaining similar characteristics to guarantee the validity of the instruments and the data collected in the field.

Saturated sampling is a sampling determination technique when all members of the population are used as samples. Another term for saturated sampling is census, where all members of the population are used as samples. The sample in this study was 67 people.

The sampling approach used in this study employs non-probability sampling through a saturated sample (total sampling), which includes all 67 civil servants from a single institution. This method allows for the generalization of results to similar public service organizations in several ways. The institution possesses characteristics that are representative of a broader population, specifically government organizations, making the findings applicable to other entities within the same context. Additionally, saturated sampling enables researchers to gather in-depth and comprehensive data from every individual in the studied group, thereby providing more accurate insights into the phenomenon being investigated.

The analysis method uses classical assumption tests and multiple linear regression analysis with the help of SPSS Statistics Version 26.

Tabel 1. Research Variable Indicators

No	Variables	Indicator
		Physiological or Needs Physique
		Security
1	Motivation	Social
		Award
		Self-actualization
		(Richter & Slade, 2017)
		Turnover
		Absenteeism rate
2	Job Satisfaction	Age
		Job Level
		Organization Size
		(Susbiyantoro et al., 2022)
		Quantity of Work
3	Employee Performance	Quality of Work
		Punctuality
		(Alhempri et al., 2024)

Source: Primary Data, 2025

Table 2. validity of motivational variables

Instrument	r Table	r Count	Criteria
1	0,4438	0,618	Valid
2	0,4438	0,846	Valid
3	0,4438	0,693	Valid
4	0,4438	0,616	Valid
5	0,4438	0,846	Valid
6	0,4438	0,693	Valid
7	0,4438	0,737	Valid
8	0,4438	0,626	Valid
9	0,4438	0,506	Valid
10	0,4438	0,693	Valid

Source: Primary Data, 2025

Based on the results of the validity test of the research instrument for the motivation variable, it can be seen that all instrument statements have a value greater than the r table value of 0.4438, which means that all statements in the motivation variable are declared valid

Tabel 3. Validity of Job Satisfaction Variables

Instrument	r table	r Count	Criteria
1	0,4438	0,618	Valid
2	0,4438	0,749	Valid
3	0,4438	0,737	Valid
4	0,4438	0,655	Valid
5	0,4438	0,679	Valid
6	0,4438	0,724	Valid
7	0,4438	0,630	Valid
8	0,4438	0,538	Valid
9	0,4438	0,587	Valid
10	0,4438	0,852	Valid

Source: Primary Data, 2025

Based on the results of the validity test of the research instrument for the Job Satisfaction variable, it can be seen that all instrument statements have a value greater than the r table value of 0.4438, which means that all statements in the Job Satisfaction variable are declared valid

Tabel 4. Validity of Employee Performance Variables

Instrument	r Table	r Count	Criteria
1	0,4438	0,889	Valid
2	0,4438	0,819	Valid
3	0,4438	0,819	Valid
4	0,4438	0,612	Valid
5	0,4438	0,889	Valid
6	0,4438	0,612	Valid
7	0,4438	0,889	Valid
8	0,4438	0,724	Valid
9	0,4438	0,656	Valid

Source: Primary Data, 2025

Based on the results of the validity test of the research instrument for the Employee Performance variable, it can be seen that all instrument statements have a value greater than the r table value of 0.4438, which means that all statements in the Employee Performance variable are declared valid

3. RESULTS AND DISCUSSIONS

3.1 t test

Table 5. t test

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std error	Beta		
(Constant)	3,448	2,523		3,382	0,002
Motivation	6,53	0,69	7,55	9,423	0,00
Job Satisfaction	2,71	0,121	3,57	2,514	0,001

a. Dependent Variable : Employee Performance

Source: Primary Data, 2025

a. Motivation Towards Employee Performance.

Motivation Variable, the results show that the t value count by 9,423 > t table 1.999 which means that motivation has a partial effect on employee performance and the significance value is $0.00 < 0.05$.

b. Job Satisfaction on employee performance

Job Satisfaction Variable, shows that the t value count by 2,514 > t table1.999, which means that job satisfaction has a simultaneous effect on employee performance and a significant value of $0.01 < 0.05$ '.

3.2 F test

Table 6. ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	221,407	2	110,704	51,599	,000 ^b
Residual	137,309	64	2,145		
Total	358,716	66			

a. Dependent Variable : Employee Performance

Source: Primary Data, 2025

Based on the results of the simultaneous test (F), it is known that the ANOVA table obtained F count of 51.599 with a significance value of 0.000, the F valuecount > Ftablewith sample (n) = 67, number of independent variables (k) = 2: significance level $\alpha = 5\%$, $df = n (k + 1) = 64$, so that F is obtainedtableof 3.15 F valuecount > F table (51,599 > 3.15) with a significantly lower level than the level of distrust ($0.00 < 0.05$). This result gives the meaning that "Motivation and Job Satisfaction simultaneously affect Employee Performance.

3.3 Coefficient of Determination

Table 7. R Square

Model Summary ^b				
Model	R	R.Square	Adjusted R.Square	Std. Error of the Estimate
1	.786 ^a	.617	.605	1.465

a. Predictors: (Constant), Motivasi, Kepuasan Kerja

b. Dependent Variable: Employee Performance

Source: Primary Data, 2025

Based on the table above, it can be concluded that the value of the coefficient of determination (Adjusted R. square) of 0.605 or 60.5% means that the ability of the Motivation and Job Satisfaction variables to explain the dependent variable is 60.5 and the remaining 0.395 or 39.6% is influenced by other independent variables. which are not included in the Motivation and Job Satisfaction variables on the Employee Performance variable.

The adjusted R-squared value of 0.605 indicates that approximately 60.5% of the variation in the dependent variable (employee performance) can be explained by the independent variables included in this research model. In the context of human resource management, this suggests that the factors examined, such as motivation and job satisfaction, have a significant impact on the performance of employees at the Office of Agriculture and Livestock in Tolitoli Regency.

These findings reveal a strong relationship between the studied variables and employee performance, providing a foundation for leaders or decision-makers in the human resources department to design more effective policies and programs aimed at enhancing performance. Given that motivation and job satisfaction significantly contribute to performance, the organization can concentrate on developing training programs, recognition initiatives, and a supportive work environment.

When compared to similar studies in the public sector, this adjusted R² value can be considered quite favorable, depending on the context and variables analyzed. If other studies report lower adjusted R-squared values, it may indicate that the model in this research is more effective in explaining variations in employee performance. Conversely, if other studies present higher values, it

could suggest that additional factors, such as work environment, workload, and organizational culture, should be taken into account in this research.

3.4 The Influence of Motivation on Employee Performance at the Plantation and Livestock Service of Tolitoli Regency

Based on the testing of the research hypothesis that has been put forward in the research results above, motivation has a significant effect on employee performance at the Tolitoli Regency Plantation and Livestock Service Office, it shows that the t count of the satisfaction variable is 9.423 and the t table value is 1.999, which means that the t count value is $9.423 < t$ table value of 1.999. The significance value is $0.00 < 0.05$. This is because the employee motivation variable, when viewed from the distribution table of respondents' answers, most of them agree with the existing statements. Where employees feel that the work they do is meaningful to them, employees are also satisfied with the type of work they do. In addition, employees are satisfied with the salary they receive, which is sufficient to meet their needs and is commensurate with the contribution they make to the organization. This study is in line with research conducted by (Wijaya et al., 2023) which states that partially motivation has a significant effect on employee performance.

3.5 The Influence of Job Satisfaction on Employee Performance at the Plantation and Livestock Service of Tolitoli Regency.

Based on the testing of the research hypothesis that has been put forward in the research results above, Job Satisfaction has a significant effect on Employee Performance at the Plantation and Livestock Service Office of Tolitoli Regency, it shows that the t count of the Job Satisfaction variable is 2.514 and the t table is 1.999, which means the t count value is $2.514 > t$ table value of 1.999. the significant value is $0.001 < 0.5$. This shows that if the agency applies job satisfaction to all its employees and obtains good results because the results of employee work have been effective and efficient and in accordance with the demands of the work at the agency, it will have a significant effect on improving employee performance at the Plantation and Livestock Service Office of Tolitoli Regency.

3.6 The influence of motivation and job satisfaction on employee performance

Based on the results of the regression analysis, it is known that the variables of Motivation and Job Satisfaction have a significant effect on employee performance at the Plantation and Livestock Service Office of Tolitoli Regency. This shows that the F obtained count of 51.599 with a significance value of 0.00. so that F is obtained table of 3.15 F value count $> F$ table ($51.599 < 3.15$) with a significance level smaller than the level of disbelief ($0.00 < 0.05$). This result provides the meaning that "Motivation and Job Satisfaction simultaneously have a significant effect on employee performance. In general, employees of the Plantation Service Office and Tolitoli Regency Animal Husbandry always pays attention to job satisfaction so that work becomes better and leads to increased employee performance. These results indicate that Motivation and Job Satisfaction can improve Employee Performance at the Plantation and Animal Husbandry Office of Tolitoli Regency.

3.7 Employee performance improvement strategy

The findings of the study indicate that while motivation and job satisfaction significantly influence employee performance, other factors such as the work environment, management support, and organizational culture must also be taken into account. Performance improvement strategies should integrate all these elements to foster a more productive workplace. Given the importance of motivation and job satisfaction, organizations should develop training programs that not only enhance employees' technical skills but also focus on building soft skills such as communication, teamwork, and stress management. This approach will help employees feel more competent and satisfied in their roles. Additionally, strategies that involve employees in decision-making and work

program planning can enhance their sense of ownership and engagement. Such involvement can contribute to increased motivation and job satisfaction, which, in turn, will positively affect overall performance.

4. CONCLUSION

Based on the results of this research and discussion, the following conclusions can be drawn: Motivation has a significant influence on the performance of employees at the Plantation and Livestock Service Office of Tolitoli Regency. Job Satisfaction has a significant influence on the Performance of Employees at the Plantation and Livestock Service Office of Tolitoli Regency. Motivation and Job Satisfaction have a significant influence on the Performance of Employees at the Plantation and Livestock Service Office of Tolitoli Regency.

The Office of Plantation and Livestock Service of Tolitoli Regency should pay attention to the motivation and job satisfaction of employees so that employees are encouraged to increase their motivation. Increase employee motivation by giving awards to employees for their achievements in work such as giving bonuses and certificates. And for job satisfaction there is an evaluation in terms of giving salaries to employees so that employees are sufficient in meeting their needs and are given according to what employees have done. For academics to expand research by considering other variables that influence Employee Performance at the Plantation and Livestock Service of Tolitoli Regency.

The novelty of this research, in comparison to previous studies, lies in several key aspects. Firstly, this study specifically examines the context of Civil Servants (ASN) in Eastern Indonesia, a region that has often been overlooked in academic literature. Most prior research tends to focus on more developed areas, such as Java, which may result in findings that are not entirely applicable to the social and cultural contexts of Central Sulawesi and, more broadly, Eastern Indonesia. Secondly, this research may introduce new variables or different methodological approaches to linking motivation, job satisfaction, and performance. For instance, it considers local factors that could influence motivation and job satisfaction, such as local culture, economic conditions, and regional government policies. This provides deeper and more contextual insights into how these factors interact to enhance ASN performance.

Thirdly, this study can offer more current and relevant empirical data that can be utilized to formulate more effective human resource management policies and strategies within government institutions in Eastern Indonesia.

Thus, the findings of this research not only contribute to theoretical development but also provide practical implications that can be applied to improve the performance of civil servants (ASN) in Tolitoli Regency, Central Sulawesi, and generally in Eastern Indonesia. Overall, the novelty of this research is characterized by its specific focus, contextual approach, and its contribution to policy development in the public sector in Eastern Indonesia.

Here are several recommendations for future research that can build upon the previous studies conducted:

Inclusion of Mediator and Moderator Variables: Future research could consider incorporating mediator variables such as organizational commitment and moderator variables like work-life balance. This would aid in understanding how these factors influence the relationship between motivation, job satisfaction, and employee performance.

Longitudinal Approach: Employing a longitudinal research design to investigate changes in motivation, job satisfaction, and employee performance over time. This approach would provide deeper insights into how these factors interact in the long run.

Mixed Methods Utilization: Adopting a mixed-methods approach that combines both quantitative and qualitative data. This can offer a more comprehensive understanding of employee experiences and the factors influencing their performance.

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