

THE EFFECT OF EMPLOYEE WELL-BEING AND WORK MOTIVATION ON PERFORMANCE MEDIATED BY JOB SATISFACTION



Hendy Nur Fatturachmad¹
Universitas Stikubank, Semarang, Indonesia
hendynurfatturachmad@gmail.com

Lie Liana²
Universitas Stikubank, Semarang, Indonesia
lieliana@edu.unisbank.ac.id

Abstract

This study aims to analyze the influence of employee well-being and work motivation on performance-mediated job satisfaction. This study uses a quantitative approach with a population of 121 civil servants of the Central Java Provincial Regional Development Planning Agency. The data was processed using SPSS software version 29. Data analysis techniques include respondent description, variable description, validity test, reliability test, F test, R² test, t test, and Sobel test. The results of the study stated that employee well being has a positive effect on job satisfaction, work motivation has a positive effect on job satisfaction, employee well being has no effect on performance, work motivation has a positive effect on performance, job satisfaction has a positive effect on performance, job satisfaction mediates the effect of employee well-being on performance, and job satisfaction mediates the influence of work motivation on performance.

Keywords: Employee Well-being, Work Motivation, Job Satisfaction, Performance

INTRODUCTION

The performance of the State Civil Apparatus (ASN) is a key element in the success of regional development, because the quality of the output of government organizations is highly determined by the contribution of individuals in it. Mangkunegara (2021) Define performance as the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The definition emphasizes that performance is not only related to the volume of work completed, but also concerns the accuracy, accuracy, and conformity of work results with organizational standards.

In context Badan Perencanaan Pembangunan Daerah (Bappeda) Provinsi Jawa Tengah, demands on ASN performance are getting higher as the complexity of regional development planning increases, the demand for the preparation of timely planning documents, and the need for accurate data services and policy analysis. Bappeda plays a strategic role as an institution that coordinates the cross-sectoral planning process, so that the quality of its employees' performance has a direct effect on the effectiveness of local government programs. However, in recent years, various phenomena have emerged such as increasing workload, pressure on achieving strategic targets, and the need to adapt to digital transformation. This condition has the potential to reduce motivation, welfare, job satisfaction, and ultimately have an impact on the performance of ASN. From this, to achieve more optimal performance in quantity and quality, it is assumed that there are several factors that affect performance, including employee well-being, work motivation, and job satisfaction.

Dessler et al. (Islam, 2025) Explaining employee well-being is everything related to the company's efforts to meet the physical, mental, social and economic needs of employees so that they can increase work productivity and increase their loyalty to the company. Research results Pratama et al. (2023), Titania (2024), Dwiningsih & Rohman (2023), and Harshitha & Senthil (2021) shows that employee well-being has a positive and significant effect on performance. While Sabil (2021) and Azizah & Muafi (2024) stating that employee well-being has no effect on performance.

Busro (Mappamiring, 2020) Defining work motivation is the driving force from within the individual to carry out certain activities in achieving goals. Previous research by Lestari & Budiarmo (2018), Nur'eni et al. (2022), and Pramono & Putih (2023) get results that work motivation has a positive effect on performance. On the other hand, the results of the contradictions were obtained in the study Cahya et al. (2021) which states that work motivation has no significant effect on performance.

Gibson et al. (Edison et al., 2022) defines job satisfaction as a person's attitude toward their job. This attitude stems from their perception of their work. Research conducted by Giyanto (2016), Kanaf et al. (2023), Candra et al. (2023), Alkandi et al. (2023), Memon et al. (2023), and Kosec et al. (2022) showing job satisfaction has been shown to have a positive and significant influence on performance. However, the results obtained in the study Susanti & Aesah (2022) found that job satisfaction had no effect on performance.

Previous studies by Pakpahan et al. (2024), Sulistyawati & Siagian (2021), Triany et al. (2023), Adillah (2024), and Adnan et al. (2021) shows that employee well-being has a

positive effect on job satisfaction. The findings indicate that improving employee well-being plays an important role in increasing job satisfaction levels.

Research results Anggara & Ingkadijaya (2023), Siswanto, et al. (2023), Prasada, et al. (2022), Makhamreh et al. (2022), dan Agarwal (2018) proving that work motivation has a positive effect on job satisfaction. Opposite results in the study Mappamiring (2020) showing that work motivation has no effect on employee job satisfaction.

The results of the study have examined the effect of employee well-being on job satisfaction and the effect of job satisfaction on performance partially. Based on these findings, it can be indicated that job satisfaction mediates the influence of employee well-being on performance.

Previous research by Kusuma & Adnyani (2025), Ikhsan & Supartha (2023), and Siahaan et al. (2023) revealed that job satisfaction has been shown to mediate the influence of work motivation on performance. However, the results were opposite in the study Sembiring et al. (2021) which suggests that job satisfaction does not mediate the influence of work motivation on performance.

Based on the above problems and the existence of research gaps from previous research. Therefore, this study aims to analyze the influence of employee well-being and work motivation on performance-mediated job satisfaction. This research was carried out in the context of regional apparatus, namely Badan Perencanaan Pembangunan Daerah Provinsi Jawa Tengah.

REVIEW OF LITERATURE

Employee Well Being

Dessler et al. (Islam, 2025) explaining employee well-being is everything related to the company's efforts to meet the physical, mental, social and economic needs of employees so that they can increase work productivity and increase their loyalty to the company. Dessler et al. (Islam, 2025) Mentioning that there are 5 dimensions of employee well-being, namely economic welfare, physical welfare, psychological welfare, social welfare, and career welfare. There are 3 indicators of the economic welfare dimension, namely living wages, pension programs, and health insurance. There are 3 indicators of the physical welfare dimension, namely health facilities, occupational safety (K3), and ergonomic workspaces. There are 3 indicators of the psychological welfare dimension, namely counseling programs, stress management, and recognition of employee achievements. There are 3 indicators of the social welfare dimension, namely building a positive work culture, effective teamwork, and togetherness activities. Meanwhile, there are 4 career well-being, namely training, promotion, skill improvement and transparent performance evaluation.

Work Motivation

Busro (Mappamiring, 2020) Define work motivation as a driving force from within the individual to carry out certain activities in achieving goals. Herzberg (Fateqah & Nuswardhani, 2024) stating that there are 2 dimensions of work motivation, namely the motivation factor and the maintenance factor (hygiens). There are 6 indicators of the motivation factor dimension, namely achievement, recognition, advancement, the work it self, the possibility of growth, and responsibility. Indicators of the dimensions of maintenance factors (hygienes) There are 8, namely the company's administration and policy,

the quality of supervision, the relationship with the supervisor, the relationship with subordinates, wages/salaries, job security, working conditions, and status.

Job Satisfaction

Gibson et al. (Edison et al., 2022) Explaining job satisfaction is a person's attitude towards their job. This attitude stems from their perception of their work. Job satisfaction according to Gibson et al. (Edison et al., 2022) has 5 dimensions, namely wages, jobs, promotional opportunities, supervisors, and colleagues. There are 2 indicators of wages, namely the salary/wages received are decent and I feel satisfied, and in addition to salary/wages, I receive other benefits. There are 3 indicators of work, namely the work I do is very interesting and fun, I am given the widest opportunity to learn, this is very fun, and I am given responsibility and trust for the work and I feel satisfied. There are 2 indicators of promotion opportunities, namely I am satisfied with the existing promotion system because it is carried out transparently and based on merit and I have the same opportunity as others to achieve a better position. There are 3 indicators from supervisors, namely the supervisor shows attention and always gives advice to me, the supervisor praises me when I achieve good results, and the supervisor always helps me when I have difficulties at work, while the indicators from colleagues are 3, namely my colleagues are quite intelligent and very helpful at work, my colleagues are very pleasant and responsible for their work and can exemplary, and my colleagues always encourage me to do my job well so that I feel satisfied.

Performance

Mangkunegara (2021) Defining performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Mangkunegara (2021) It also states that performance has 4 dimensions, namely work quality, work quantity, reliability, and attitude. There are 4 indicators of work quality, namely accuracy, precision, skill, and cleanliness. There are 2 indicators of the quantity of work, namely routine output, how quickly can additional work be completed. There are 4 indicators of reliability, namely following instructions, initiative, being careful, and diligent. There are 3 indicators of attitude, namely attitude towards the company, attitude towards colleagues, and cooperation.

RESEARCH METHOD

This research is explanatory research, which is research that explains the influence between certain variables through hypothesis testing. The purpose of this study is to analyze the influence of employee well-being and work motivation on performance-mediated job satisfaction. The population used is all ASN employees Badan Perencanaan Pembangunan Daerah Provinsi Jawa Tengah which totals 121 people.

The tabulation of data using the 5-point Likert Scale, starting from strongly disagree (1) until strongly agree (5) and the analysis used was using SPSS software version 29. The data test included respondent description, variable description, validity test, reliability test, F test, R2 test, t test and mediation test using Sobel test.

Research Hypothesis

The Effect of Employee Well Being on Job Satisfaction

Research Pakpahan et al. (2024), Sulistyawati & Siagian (2021), Triany et al. (2023), Adillah (2024), and Adnan et al. (2021) shows that employee well-being has a positive effect on job satisfaction. Based on this empirical study, it can be formulated:

H1: Employee well-being has a positive effect on job satisfaction.

The Effect of Work Motivation on Job Satisfaction

Research Anggara & Ingkadijaya (2023), Siswanto, et al. (2023), Prasada, et al. (2022), Makhamreh et al. (2022), and Agarwal (2018) proving that work motivation has a positive effect on job satisfaction. Based on this empirical study, it can be formulated:

H2: Work motivation has a positive effect on job satisfaction.

The Effect of Employee Well Being on Performance

Research Pratama et al. (2023), Titania (2024), Dwiningsih & Rohman (2023), and Harshitha & Senthil (2021) shows that employee well-being has a positive and significant effect on performance. Based on this empirical study, it can be formulated:

H3: employee well-being has a positive effect on performance.

The Effect of Work Motivation on Performance

Research Lestari & Budiarmo (2018), Nur'eni et al. (2022), and Pramono & Putih (2023) get results that work motivation has a positive effect on performance. Based on this empirical study, it can be formulated:

H4: Work motivation has a positive effect on performance.

The Effect of Job Satisfaction on Performance

Research conducted by Giyanto (2016), Kanaf et al. (2023), Candra et al. (2023), Alkandi et al. (2023), Memon et al. (2023), and Kosec et al. (2022) showing job satisfaction has been shown to have a positive and significant influence on performance. Based on this empirical study, it can be formulated:

H5: Job satisfaction has a positive effect on performance.

The Effect of Employee Well Being on Performance Mediated by Job Satisfaction

The results of the study have examined the effect of employee well-being on job satisfaction and the effect of job satisfaction on performance partially. Based on this statement, it can be formulated:

H6: Employee well-being affects performance mediated by job satisfaction.

The Effect of Work Motivation on Performance Mediated by Job Satisfaction

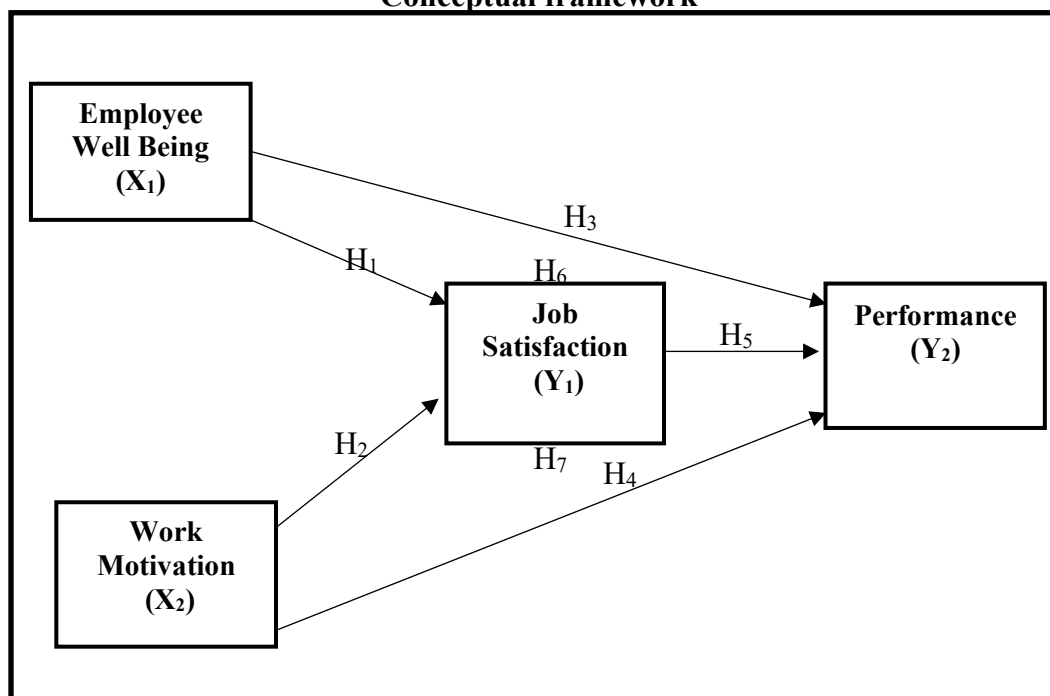
Previous research by Kusuma & Adnyani (2025), Ikhsan & Supartha (2023), dan Siahaan et al. (2023) revealed that job satisfaction has been shown to mediate the influence of work motivation on performance. Based on this empirical study, it can be formulated:

H7: Work motivation affects performance mediated by job satisfaction.

Research Model

The conceptual framework used in this study consists of employee well-being, work motivation, job satisfaction, and performance. The graphical model is shown in Figure 1.

Figure 1
Conceptual framework



RESULTS AND DISCUSSION

Data Analysis

Respondent Description

Table 1
Descriptive Respondents

Criteria	Category	Quantity	Percentage
Age	31-40 Year	42	34,7
Gender	Men	70	57,9
Final Education	D-IV/S1	59	48,8
ASN Working Period	11-20 Year	50	41,3
Rank/Group	IIIa s.d IIId	86	71,1

Source: Data processed in 2025.

Based on table 1, it can be seen that the majority of respondents aged 31-40 years old are 42 people (34,4%), with a majority of 70 men (57,9%), the majority of D-IV/S1 educated as many as 59 people (48,8%), with a working period of 11-20 years as many as 50 people (41,3%), and has ranks/groups of IIIa to IIIId as many as 86 people (71,1%).

Variable Description

Table 2
Variable Employee Well Being

Indicator	Mean	Indicator	Mean
X1.1	3,79	X1.10	4,09
X1.2	4,07	X1.11	4,06

X1.3	4,37	X1.12	4,02
X1.4	4,13	X1.13	4,04
X1.5	4,12	X1.14	3,89
X1.6	4,00	X1.15	4,03
X1.7	3,99	X1.16	4,13
X1.8	3,99	X1	4,04
X1.9	3,97		

Source: Data processed in 2025

Tabel 3
Variable Work Motivation

Indicator	Mean	Indicator	Mean
X2.1	3,99	X2.9	4,17
X2.2	3,99	X2.10	4,28
X2.3	4,01	X2.11	3,85
X2.4	4,30	X2.12	3,96
X2.5	4,11	X2.13	3,98
X2.6	4,15	X2.14	4,21
X2.7	4,04	X2	4,07
X2.8	4,08		

Source: Data processed in 2025

Tabel 4
Variable Job Satisfaction

Indicator	Mean	Indicator	Mean
Y1.1	3,84	Y1.8	3,98
Y1.2	3,96	Y1.9	3,81
Y1.3	4,18	Y1.10	3,98
Y1.4	4,07	Y1.11	4,07
Y1.5	4,07	Y1.12	4,02
Y1.6	3,88	Y1.13	4,06
Y1.7	3,97	Y1	3,99

Source: Data processed in 2025

Tabel 5
Variable Performance

Indicator	Mean	Indicator	Mean
Y2.1	4,12	Y2.8	4,13
Y2.2	4,16	Y2.9	4,23
Y2.3	3,87	Y2.10	4,17
Y2.4	4,36	Y2.11	4,03
Y2.5	4,14	Y2.12	4,27
Y2.6	4,01	Y2.13	4,13
Y2.7	4,20	Y2	4,13

Source: Data processed in 2025

The mean value of 4.04 in table 2 employee well-being shows that respondents tend to agree with 16 indicators. The mean value of 4.07 in table 3 of work motivation shows that respondents tend to agree with 14 indicators. The mean value of 3.99 in table 4 job satisfaction shows that respondents tend to agree with 13 indicators. Furthermore, the mean value of 4.13 in table 5 of the performance shows that respondents tend to agree with 13 indicators.

Validity Test Results

Table 6
Validity Test Results

Variable	KMO	Componen Matrix
Employee Well Being	0,927	>0,5
Work Motivation	0,930	>0,5
Job Satisfaction	0,909	>0,5
Performance	0,932	>0,5

Source: Data processed in 2025

Based on table 6, it can be shown that KMO is from employee well-being, work motivation, job satisfaction, and great performance > 0,5 Thus, it can be concluded that the sufficiency of the sample is met. The value of the component matrix is from 16 employee well being indicators, 14 work motivation indicators, 13 job satisfaction indicators and 13 performance indicators > 0,5 thus it can be concluded that all indicators are valid.

Reliability Test Results

Tabel 7
Reliability Test Results

Variable	Cronbach Alpha	Cutt-off
Employee Well Being	0,943	>0,7
Work Motivation	0,961	>0,7
Job Satisfaction	0,942	>0,7
Performance	0,935	>0,7

Source: Data processed in 2025

Based on table 7, Cronbach alpha employee well-being, work motivation, job satisfaction, and performance can be shown > 0,7 thus it can be concluded that all variables are declared reliable.

Multiple Linear Regression Analysis Results

Tabel 8
Multiple Regression Analysis Results

Model	Variable Independen	Adjusted R ²	Anova		Standardized Coefficients		Keterangan
			F	Sig	Beta	Sig	
Model I: Y1 = 0,295 X1 + 0,616 X2 +e1							
Model I: The Influence of Employee Well Being and Work	Employee Well Being	0,780	64,143	0,000	0,295	0,000	Hypothesis 1 Accepted
	Work Motivation				0,616	0,000	Hypothesis 2 Accepted

Motivation on Job Satisfaction							
Model II: $Y_2 = 0,164 X_1 + 0,353 X_2 + 0,283 Y_1 + e_2$							
Model II: The Influence of Employee Well-Being, Work Motivation and Job Satisfaction on Performance	Employee Well Being	0,573	54,696	0,000	0,164	0,199	Hypothesis 3 ditolak
	Work Motivation				0,353	0,016	Hypothesis 4 Accepted
	Job Satisfaction				0,283	0,030	Hypothesis 5 Accepted

Source: Data Processed in 2025

Based on Table 8, the test results on Model I can be shown:

- In the results of the F test, the sig value is $0.000 < 0.05$, meaning that this model is fit or worthy of further analysis.
- In the results of the determination coefficient test, an Adjusted R² value of 0.780 was obtained, which means that the variables of employee well-being and work motivation were able to explain 78% of the variables of job satisfaction, while the remaining 22% were explained by other variables outside the research model.
- H1: Employee well-being has a positive effect on job satisfaction
The sig value is $0.000 < 0.05$ and the beta value is 0.295 positive, meaning that employee well-being has a positive effect on job satisfaction. Thus H1 is accepted.
H2: Work motivation has a positive effect on job satisfaction
The sig value is $0.000 < 0.05$ and the beta value is 0.616 positive, meaning that work motivation has a positive effect on job satisfaction. Thus H2 is accepted.

Based on Table 8, the test results on Model II can be shown:

- In the results of the F test, the sig value is $0.000 < 0.05$, meaning that the model is fit or suitable for further analysis.
- In the results of the determination coefficient test, an Adjusted R² value of 0.573 was obtained, which means that the variables of employee well-being, work motivation, and job satisfaction were able to explain 57.3% of the performance variables while the remaining 42.7% were explained by other variables outside the study.
- H3: Employee well-being has a positive effect on performance
The sig value is $0.199 > 0.05$, meaning that employee well-being has no effect on performance. Thus H3 was rejected.
H4: Work motivation has a positive effect on Performance
The sig value was $0.016 < 0.05$ and the beta value was 0.353 positive, meaning that work motivation had a positive effect on performance. Thus H4 was accepted.
H5: Job satisfaction has a positive effect on Performance
The sig value is $0.030 < 0.05$ and the beta value is 0.283 positive, meaning that job satisfaction has a positive effect on performance. Thus H5 is accepted.

Mediation Test Results

The Effect of Employee Well Being on Performance Mediated by Job Satisfaction

Table 9
Mediation Test 1

Variable	Sobel test statistic	One-tailed probability	Two-tailed probability	Remarks
X1 → Y1 → Y2	2,114	0,017	0,034	Hypothesis 6 Accepted

Source: Data Processed in 2025

Remarks: X1 = Employee Well Being; Y1 = Job Satisfaction; Y2 = Performance.

Based on table 9 at the two-tailed probability value of $0.034 < 0.05$, it means that job satisfaction mediates the influence of emotional intelligence on employee performance. Thus H6 is accepted.

The Effect of Work Motivation on Performance Mediated by Job Satisfaction

Table 10
Mediation Test 2

Variable	Sobel test statistic	One-tailed probability	Two-tailed probability	Remarks
X1 → Y1 → Y2	2,447	0,007	0,014	Hypothesis 7 Accepted

Source: Data Processed in 2025

Remarks: X1 = Work Motivation; Y1 = Job Satisfaction; Y2 = Kinerja.

Based on table 10 at a two-tailed probability value of $0.014 < 0.05$, it means that job satisfaction mediates the influence of work motivation on performance. Thus H7 is accepted.

Employee Well Being Has a Positive Effect on Job Satisfaction

Based on the respondents' descriptions, it is known that the majority of ASN employees are between 31 years old and 40 years old with D-IV/S1 education and have a working period of 11 to 20 years. This age range shows that many respondents are in the productive phase, tend to have high expectations for the balance between job demands and well-being, have mature work experience and a deep understanding of the work environment, demonstrate a sufficient level of career maturity and work experience. In addition, being dominated by ranks/groups IIIa to IIIId indicates that a good perception of welfare contributes significantly to increasing satisfaction with work and the work environment undertaken.

Based on the description of the employee well being variable, information on indicators with a mean value above the mean variable was obtained, including pension programs, health insurance, health facilities, occupational safety (K3), building a positive work culture, effective teamwork, and transparent performance evaluation. This indicates that structural and psychosocial welfare aspects have a dominant role in shaping employee job satisfaction. Pension programs, health insurance, health facilities, and the implementation of occupational safety and health (K3) provide a sense of security and long-term protection, thereby increasing the comfort of employees in carrying out their duties. On the other hand, the development of a positive work culture, effective teamwork, and transparent performance evaluation encourage the creation of a fair and supportive work environment. This condition strengthens employees' positive perception of the organization, which ultimately contributes to increased job satisfaction.

These findings are in line with previous research by Pakpahan et al. (2024), Sulistyawati & Siagian (2021), Triany et al. (2023), Adillah (2024), and Adnan et al. (2021) shows that employee well-being has a positive effect on job satisfaction.

Work Motivation Has a Positive Effect on Job Satisfaction

Based on the respondents' descriptions, it is known that the majority are in the age range of 31 to 40 years old who are generally in the phase of career maturity and have a strong drive to achieve. The majority of D-IV/S1 educated people show competence capacity and the need for recognition of performance. In addition, the dominance of 11 to 20 years of service and ranks/groups IIIa–IIIc reflect career stability, so good motivation encourages the emergence of job and organizational satisfaction.

Based on the description of the work motivation variable, indicator information was obtained with a mean value above the mean variable, including the work itself, the possibility of growth, responsibility, relationship with supervisor, relationship with subordinate, and status. These findings show that both intrinsic and extrinsic aspects of work motivation have been well perceived by respondents and contribute to increasing job satisfaction. Indicator the work itself and responsibility reflects that respondents feel that the work they are doing is meaningful and provides space for involvement and autonomy in work. Meanwhile, the high assessment of the possibility of growth shows a positive perception of career development opportunities. Good relationships with supervisors and subordinates help create a conducive work climate, while status provides social recognition that strengthens a sense of pride in work. Overall, these conditions indicate that fulfilling motivational factors will encourage the emergence of a positive attitude towards work, which ultimately increases employee job satisfaction.

These findings are in line with previous research by Anggara & Ingkadijaya (2023), Siswanto, et al. (2023), Prasada, et al. (2022), Makhamreh et al. (2022), and Agarwal (2018) prove that work motivation has a positive effect on job satisfaction.

Employee Well Being Has No Effect on Performance

Based on the respondents' descriptions, it is known that the majority show that in the age range of 31 to 40 years with ranks IIIa to IIIc, educated D-IV/S1, and the working period of 11 to 20 years is a productive age phase with a relatively stable level of emotional and professional maturity, expertise, experience, compliance with regulations and having a systematic work pattern, so that performance is more influenced by the responsibilities of the position and the demands of the organization compared by welfare factors alone. This condition indicates that performance is maintained even though the level of employee well-being is not always at the optimal level.

Based on the description of the employee well being variable, information on indicators with a mean value above the mean variable was obtained, including pension programs, health insurance, health facilities, occupational safety (K3), building a positive work culture, effective teamwork, and transparent performance evaluation. This indicates that aspects of employee well-being such as pension programs, insurance and health facilities, occupational safety (K3), positive work culture, effective teamwork, and transparent performance evaluation have been well met, these conditions tend to be perceived as standard (hygiene factors) by employees. As a result, employee well-being plays a more role in maintaining stability and work comfort, not as a direct driver of performance improvement. In addition, the insignificance of the influence of employee well-being on

performance can also indicate that employee performance is more influenced by other factors. Thus, increasing employee well-being alone does not necessarily directly improve performance, as long as these performance driving factors have not been optimized.

The results of this study are in line with previous research by Sabil (2021) and Azizah & Muafi (2024) stating that employee well-being has no effect on performance.

Work Motivation Has a Positive Effect on Performance

Based on the respondents' descriptions, it is known that the majority are in the age range of 31 to 40 years can be categorized as productive and professionally mature age, where employees generally have adequate work experience and the drive to show optimal performance. The majority of D-IV/S1 educated people show competent capacity and a good understanding of job duties and responsibilities. In addition, the dominance of 11 to 20 years of service and ranks/groups IIIa–IIIc reflect experience, understanding of organizational culture, mastery of work procedures, and working according to set performance standards, increasing productivity and achieving individual and organizational performance targets

Based on the description of the work motivation variable, indicator information was obtained with a mean value above the mean variable, including the work itself, the possibility of growth, responsibility, relationship with supervisor, relationship with subordinate, and status. These findings show that the factors that shape work motivation have been positively perceived by respondents. The high perception of respondents towards the work itself indicates that the characteristics of an interesting, challenging, and meaningful job are able to encourage individuals to work more optimally. In addition, the existence of development opportunities provides encouragement for employees to improve their competence and performance, as they see future career and self-development opportunities. The perceived responsibility factor also shows that the trust given by the organization encourages employees to work more seriously and be responsible for the results of their work. On the other hand, the indicators of relationships with supervisors and subordinates reflect the creation of harmonious working relationships. This condition plays an important role in creating a conducive work environment, so that employees are more motivated to collaborate and complete work effectively. Meanwhile, the status aspect shows that recognition of the role and position of employees is also a source of motivation that has an impact on improving performance.

The findings of this study are in line with the Research Lestari & Budiatmo (2018), Nur'eni. A et al. (2022), and Pramono & Putih (2023) get results that work motivation has a positive effect on performance.

Job Satisfaction Has a Positive Effect on Performance

Based on the respondents' descriptions, it is known that the majority of ASN employees are between 31 years old and 40 years old with D-IV/S1 education and dominated by ranks/groups IIIa to IIIc and have a working period of 11 to 20 years. A relatively long tenure indicates a high level of experience and loyalty to the organization. Employees with long service periods generally have a deep understanding of work procedures and organizational culture. Job satisfaction in this group is a key factor in maintaining performance, because dissatisfaction has the potential to reduce motivation and productivity even though work experience is already high.

Based on the description of the job satisfaction variable, information was obtained on indicators with a mean value above the mean variable, among other things the work I did

was very interesting and fun, I was given the widest opportunity to learn, this was very fun, I was given responsibility and trust for the work and I felt satisfied, my colleagues were quite intelligent and very helpful in working, My coworkers are very pleasant and responsible for their work and can be exemplary, coworkers always encourage me to carry out my work well so that I feel satisfied. The work done is interesting and fun, there is the widest opportunity to learn, as well as the giving of responsibility and trust in the implementation of work that creates a sense of satisfaction. This condition shows that meaningful and challenging work, accompanied by opportunities for self-development, is able to encourage individuals to work more optimally.

These results are in line with research conducted by Giyanto (2016), Kanaf et al. (2023), Candra et al. (2023), Alkandi et al. (2023), Memon et al. (2023), and Kosec et al. (2022) showing job satisfaction has a positive effect on performance.

Employee Well Being Has a Positive Effect on Performance Mediated by Job Satisfaction

Based on the respondents' descriptions, it is known that the majority show in the age range of 31 to 40 years with ranks IIIa to IIIc, educated D-IV/S1, and 11 to 20 years of service. This characteristic shows that respondents are in the mid-career phase, where job stability, role clarity, and the balance between job demands and personal well-being are very important factors. Efforts to improve work welfare accompanied by sustainable job satisfaction management will have a more effective impact on improving employee performance, especially for employees with characteristics of productive age, higher education, and relatively long work experience

Based on the description of the employee well being variable, information on indicators with a mean value above the mean variable was obtained, including pension programs, health insurance, health facilities, occupational safety (K3), building a positive work culture, effective teamwork, and transparent performance evaluation. This indicates that the organization has provided various forms of welfare support that are positively felt by employees. The good condition of employee well-being does not directly encourage performance improvement, but first forms job satisfaction. Employees who feel financially and health-protected, work in a safe environment, and are in a supportive and fair work culture, tend to have positive feelings about their work. This job satisfaction then acts as a psychological mechanism that encourages employees to work more optimally, responsibly, and oriented towards achieving better work results.

The results of this study show that job satisfaction has an important role in mediating the relationship between employee well-being and performance.

Work Motivation Has a Positive Effect on Performance Mediated by Job Satisfaction

Based on the respondents' descriptions, it is known that the majority show in the age range of 31 to 40 years with ranks IIIa to IIIc, educated D-IV/S1, and 11 to 20 years of service. This characteristic reflects employees who are in the phase of career maturity, where individuals have adequate work experience, a good understanding of duties and responsibilities, and emotional and professional stability at work. In these age and working age groups, work motivation tends to be not only oriented towards meeting basic needs, but also on recognition, achievement, and satisfaction with work. Work motivation will be more effective in improving performance if employees feel satisfied with their work. Job

satisfaction is a psychological mechanism that bridges the motivation of employees with a relatively high level of experience and education.

Based on the description of the work motivation variable, indicator information was obtained with a mean value above the mean variable, including the work it self, the possibility of growth), responsibility, relationship with supervisor, relationship with subordinate, and status. The results of this study confirm that job satisfaction plays a role as a psychological mechanism that bridges the influence of work motivation on performance. High work motivation, reflected in work that matches the passion, opportunities to develop competencies, responsibilities, good working relationships, and status recognition, will increase job satisfaction. This job satisfaction further encourages individuals to work more effectively and productively, resulting in better performance.

The findings of the study show the mediating role of job satisfaction on the effect of work motivation on performance. In other words, high employee satisfaction with leaders and colleagues will also affect their trust and loyalty to the organization. These results are in line with research conducted by Kusuma & Adnyani (2025), Ikhsan & Supartha (2023), and Siahaan et al. (2023) revealed that job satisfaction has been proven to mediate the influence of work motivation on performance.

CONCLUSION

Based on data analysis, hypothesis testing, and discussion, it can be concluded that employee well being has a positive effect on job satisfaction, work motivation has a positive effect on job satisfaction, employee well being has no effect on performance, work motivation has a positive effect on performance, job satisfaction has a positive effect on performance, job satisfaction mediates the effect of employee well-being on performance, and job satisfaction mediate the influence of work motivation on performance.

The results of this study provide input to not only focus on planning to improve employee welfare, but also ensure that the program is able to increase job satisfaction and that there are efforts to increase work motivation, such as providing clear and compliant job responsibilities, opportunities for self-development, and harmonious working relationships, need to be continuously improved because it is proven to affect performance. In addition, human resource management policies should be directed at creating a work environment that supports employee satisfaction, because job satisfaction has proven to be a key factor in improving performance. By increasing job satisfaction, it is hoped that employee performance Bappeda Provinsi Jawa Tengah can be more optimal in supporting the achievement of organizational goals.

The limitation in this study is that it only involves one regional apparatus organization, so it cannot provide comprehensive results. Therefore, it is recommended that the next study select respondents from other agencies, companies or private organizations. Furthermore, the next study should review the influence of employee well-being on performance to provide a comparison with the results of this study.

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