

Work Motivation, Organizational Support, and Employee Performance: The Mediating Role of Job Satisfaction

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KEYWORDS	ABSTRACT
Keywords: Work Motivation; Organizational Support; Job Satisfaction; Employee Performance Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest. Copyright © 2026 Vifada Management and Digital Business. All rights reserved.	This study aims to analyze the influence of work motivation and organizational support on employee performance through job satisfaction as a mediating variable at the Department of Agriculture and Food Security of Pandeglang Regency. Both factors are considered essential in improving job satisfaction and employee performance. This study employed a quantitative approach using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. Data were collected through questionnaires and analyzed using SmartPLS software. The research variables consisted of work motivation, organizational support, job satisfaction, and employee performance. The results indicate that work motivation has a positive and significant effect on employee performance (T-statistics = 4.406; P-values = 0.000) and job satisfaction (T-statistics = 7.485; P-values = 0.000). Organizational support also has a positive and significant effect on employee performance (T-statistics = 5.745; P-values = 0.000) and job satisfaction (T-statistics = 11.373; P-values = 0.000). Job satisfaction has a positive and significant effect on employee performance (T-statistics = 2.515; P-values = 0.012). Moreover, job satisfaction significantly mediates the effect of work motivation on employee performance (T-statistics = 2.356; P-values = 0.019) and the effect of organizational support on employee performance (T-statistics = 2.447; P-values = 0.015). All research hypotheses were supported. Organizational support emerged as the most dominant factor in enhancing job satisfaction, while employee performance was influenced both directly and indirectly through job satisfaction. These findings highlight the importance of strengthening work motivation and organizational support to optimize job satisfaction and employee performance.

Introduction

Human resource management is a crucial factor in determining the success of an organization, including government agencies (Alijanzadeh et al., 2026). Amidst demands for bureaucratic reform and increasing public expectations for the quality of public services, organizations no longer simply need robust rules and work systems; they also need employees capable of performing optimally. Employee performance is a crucial indicator because it directly impacts the organization's success in achieving its stated goals. Therefore, a deeper understanding of the various factors that can improve or decrease employee performance is essential for more effective human resource management (Ruparel et al., 2026).

This phenomenon is also evident in the Pandeglang Regency Agriculture and Food Security Office. Performance data for 2025 shows that all of the organization's strategic objectives have not been achieved. The indicator for increasing agricultural production has only reached 81.68%, increasing regional apparatus accountability has reached 98.53%, while regional revenue realization has only reached 82%. This condition indicates that organizational performance still needs to be improved. Furthermore, the composition of employees, which is dominated by civil servants (PNS) with a relatively small number of PPPK (Regional Employee Recipients), indicates differences in employee status characteristics that have the potential to affect work motivation, perceptions of

organizational support, and job satisfaction. If these conditions are not managed properly, achieving organizational targets will be increasingly difficult (Singh et al., 2026).

Various studies have shown that employee performance is not only influenced by individual abilities but also by psychological factors and the organizational environment. Work motivation encourages employees to work harder, be more responsible, and strive to achieve the best results (Nishanthi & Hariharan, 2026). Meanwhile, organizational support makes employees feel valued, receive attention, and have opportunities for development, thus fostering a higher commitment to the organization. These two factors are believed to increase job satisfaction, which ultimately leads to improved employee performance. In other words, job satisfaction is not only a result of good working conditions but can also be a mechanism explaining how work motivation and organizational support can produce more optimal performance (Apaza-tarqui & Huanca-l, 2026).

Although the relationship between work motivation, organizational support, job satisfaction, and employee performance has been extensively researched, several research gaps remain that require further study (Shankar & Sarkar, 2026). Most previous studies only examine the direct relationship between variables or only use job satisfaction as a limited mediating variable. Furthermore, research on civil servants has been conducted primarily within government agencies or other public sectors, while studies specifically addressing civil servants in the agricultural sector at the district level are relatively few. Differences in organizational context, employee characteristics, and public service demands in the agricultural sector may lead to differing research results, necessitating further testing in a more specific context (Mombelli et al., 2026).

Based on these conditions, this study was conducted to analyze the influence of work motivation and organizational support on employee performance by placing job satisfaction as a mediating variable at the Department of Agriculture and Food Security of Pandeglang Regency (Naalu et al., 2026). This study is expected to provide empirical evidence regarding the factors that influence employee performance and serve as a basis for formulating more effective human resource management policies. In addition to contributing to the development of human resource management literature in the public sector, the results of this study are also expected to provide input for organizations in improving the quality of public services by increasing employee motivation, organizational support, and job satisfaction (Vinarski-peretz & Kidron, 2026).

Research question

1) Does work motivation significantly influence employee performance at the Department of Agriculture and Food Security of Pandeglang Regency?, 2) Does organizational support significantly influence employee performance at the Department of Agriculture and Food Security of Pandeglang Regency?, 3) Does work motivation significantly influence job satisfaction?, 4) Does organizational support significantly influence job satisfaction?, 5) Does job satisfaction significantly influence employee performance?, 6) Does job satisfaction mediate the relationship between work motivation and employee performance?, 7) Does job satisfaction mediate the relationship between organizational support and employee performance?

2) State of the art

Research on employee performance in the public sector has consistently demonstrated that work motivation and organizational support are important determinants of employee performance (Wang et al., 2026). Previous studies have reported that employees with higher levels of motivation tend to exhibit better work outcomes, while perceived organizational support enhances employees' commitment, productivity, and overall performance. Other studies have also identified job satisfaction as a significant mediating variable that strengthens the relationship between organizational factors and employee performance (Zhu et al., 2026).

Despite these findings, several research gaps remain. Most previous studies have examined the effects of work motivation, organizational support, or job satisfaction separately, without integrating these variables into a comprehensive model (Kock et al., 2026). In addition, many studies have focused on private organizations or public institutions in general, while empirical evidence from local government agencies, particularly those responsible for agriculture and food security, is still limited. Furthermore, previous research has predominantly employed multiple regression analysis, whereas

studies utilizing Structural Equation Modeling with Partial Least Squares (PLS-SEM) to examine both direct and indirect relationships are relatively scarce (Npueng et al., 2026).

This study addresses these gaps by proposing an integrated research model that examines the effects of work motivation and organizational support on employee performance through job satisfaction as a mediating variable (Atinga et al., 2026). Unlike previous studies, this research focuses specifically on civil servants at the Department of Agriculture and Food Security of Pandeglang Regency and applies the PLS-SEM approach to simultaneously evaluate direct and indirect effects. Therefore, this study contributes both theoretically, by extending the human resource management literature in the public sector, and practically, by providing evidence-based recommendations for improving employee performance in local government organizations (Ueranant et al., 2026).

Research Methodology

Types of research

This study employed a quantitative research approach using a survey method to examine the relationships among work motivation, organizational support, job satisfaction, and employee performance. Data were collected using structured questionnaires and analyzed through Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS software. The research model consisted of two independent variables (work motivation and organizational support), one mediating variable (job satisfaction), and one dependent variable (employee performance) (Manyama & Siming, 2026).

Population and sample

The population comprised all 82 Civil Servants (ASN) working at the Department of Agriculture and Food Security of Pandeglang Regency, consisting of 71 Civil Servants (PNS) and 11 Government Employees with Work Agreements (PPPK). Since the population size was relatively small, the study used a saturated sampling (census) technique, whereby all members of the population were included as research respondents, resulting in a total sample of 82 employees.

Data collection techniques

Primary data were collected using a structured questionnaire developed from the indicators of the four research variables: work motivation, organizational support, job satisfaction, and employee performance. Responses were measured using a five-point Likert scale, ranging from strongly disagree to strongly agree, to assess respondents' perceptions of each construct (Somabut et al., 2026).

Data analysis techniques

Data analysis was conducted using SmartPLS with the PLS-SEM approach. The analysis consisted of two stages. First, descriptive statistics were used to describe respondents' characteristics and the distribution of research variables. Second, inferential analysis was performed through PLS-SEM by evaluating the measurement model (outer model), including convergent validity, discriminant validity, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha, followed by evaluation of the structural model (inner model) using R^2 , f^2 , and hypothesis testing through the bootstrapping procedure to examine the direct and indirect effects among variables (Fadhlal et al., 2026).

To ensure that the research instrument has an adequate level of reliability and accuracy (validity), construct validity testing is carried out using the value *Average Variance Extracted*(AVE) and construct reliability test through the value *Composite Reliability*(CR). An instrument is declared valid if the AVE value is greater than 0.50, indicating that the indicator is able to adequately explain the latent variable. Meanwhile, construct reliability is met if the CR value is greater than 0.70, indicating strong and reliable internal consistency between indicators in measuring the construct. This can be explained in Table 1 below.

Tabel 1. AVE and CR Analysis

Variable	<i>Average Variance Extracted (AVE)</i>	<i>Composite Reliability</i>
Work Motivation (X1)	0,822	0,986
Organizational Support (X2)	0,799	0,983

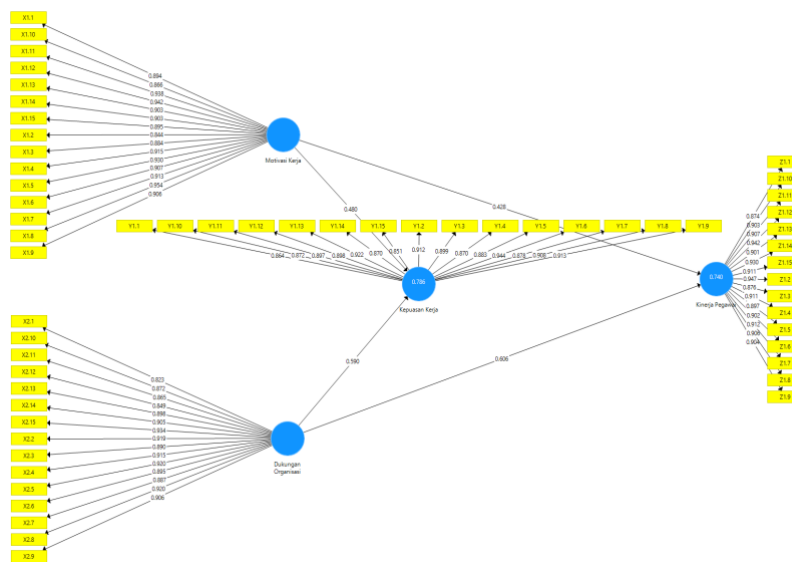
Employee performance (Z)	0,825	0,986
Job Satisfaction (Y)	0,796	0,983

Source: PLS SEM (2026)

The test results in Table 1 show that all research variables have an AVE value above 0.50 and a Composite Reliability value above 0.70. Therefore, it can be concluded that all indicators used have met the criteria for convergent validity and have high internal consistency.

Finding and Discussion

To ensure the relationship between the indicators and the constructs under study, an outer model analysis was conducted using the SEM-PLS approach. The outer model was used to evaluate the validity and reliability of the indicators that make up each latent variable. The data processing results produced an outer model diagram as shown in Figure 1 below.



Source: data analysis

SEM PLS (2026)

Figure 1 Outer Model Analysis (PLS Algorithm)

After the research instrument is declared valid and reliable through outer model testing, the next step is to conduct a hypothesis test to determine the relationship between the variables proposed in the research model. This hypothesis test is conducted by examining the path coefficient value (*path coefficient*), mark *t-statistic*, as well as the level of significance (*p-value*), so that it can be determined whether the proposed hypothesis is accepted or rejected. This will be explained in Table 2 below.

Table 2 Hypothesis Test

Hypothesis	Relationship between Variable	T Statistics	P Values	Information
H1	Work Motivation → Employee Performance	4,406	0,000	Accepted
H2	Organizational Support → Employee Performance	5,745	0,000	Accepted
H3	Work Motivation → Job Satisfaction	7,485	0,000	Accepted
H4	Organizational Support → Job Satisfaction	11,373	0,000	Accepted

H5	Job Satisfaction → Employee Performance	2.515	0,012	Accepted
H6	Work Motivation → Job Satisfaction → Employee Performance	2,356	0,019	Accepted
H7	Organizational Support → Job Satisfaction → Employee Performance	2,447	0,015	Accepted

Source: PLSSEM 2026

Based on Table 2 the results of the hypothesis testing, all research hypotheses (H1 to H7) were accepted. The variables of Work Motivation and Organizational Support were proven to have a positive and significant influence on Job Satisfaction and Employee Performance. Furthermore, Job Satisfaction was also proven to have a positive influence on Employee Performance and was able to mediate the influence of Work Motivation and Organizational Support on Employee Performance.

The results of the study indicate that Organizational Support is the variable with the strongest influence on Employee Performance, both directly and through increased Job Satisfaction. Therefore, efforts to improve employee performance at the Pandeglang Regency Agriculture and Food Security Service need to be supported by increasing work motivation, providing optimal organizational support, and creating sustainable job satisfaction.

The Influence of Work Motivation on Employee Performance

The results of the hypothesis testing indicate that work motivation has a positive and significant effect on employee performance at the Department of Agriculture and Food Security of Pandeglang Regency. The results of the analysis using the PLS-SEM method show a T-Statistics value of 4.406 which is greater than the critical value of 1.96 and a P-Value of 0.000 which is smaller than 0.05. Thus, the hypothesis that work motivation influences employee performance can be accepted. This finding indicates that the higher the level of motivation an employee has, the higher the performance they can produce in carrying out their duties and responsibilities. Conversely, if employee work motivation decreases, the performance shown also has the potential to decrease.

Work motivation is a crucial factor driving individuals to perform optimally in achieving organizational goals. Highly motivated employees tend to exhibit greater work ethic, have a strong commitment to their work, and strive to complete tasks effectively and efficiently (Nair & Mie, 2026). Furthermore, motivated employees typically demonstrate greater initiative, are able to effectively navigate work challenges, and are willing to contribute their best to the organization. This ultimately leads to improved quality, quantity, and timeliness of work completion (Thien et al., 2026).

Based on the F-Square value of 0.174, the influence of work motivation on employee performance is categorized as moderate. Nevertheless, these results indicate that work motivation still plays a significant role in improving employee performance. In other words, work motivation is not the only factor that influences performance, but it is a significant factor and deserves attention from the organization (Rayburn et al., 2026). Therefore, efforts to improve employee motivation need to be carried out continuously through various supporting policies, such as providing awards for work performance, opportunities for training and competency development, fair job promotions, and creating a conducive work environment (Verdorfer et al., 2026).

The results of this study align with those conducted by Irianti and Bernarto (2021), Martiwi et al. (2022), and Pane et al. (2022), which found that work motivation has a positive and significant effect on employee performance. These findings reinforce the view that motivation is a key driving factor capable of increasing employee productivity and work quality. Highly motivated employees are more result-oriented, have a strong sense of responsibility for assigned tasks, and strive to deliver their best performance for the organization. Therefore, increasing work motivation can be an

effective strategy for the Pandeglang Regency Agriculture and Food Security Office to sustainably improve employee performance to support the achievement of organizational goals.

The Influence of Organizational Support on Employee Performance

The results of the study indicate that organizational support has a positive and significant effect on employee performance at the Department of Agriculture and Food Security of Pandeglang Regency. Based on the results of hypothesis testing using the PLS-SEM method, the T-Statistics value of 5.745 was obtained, which is greater than the critical value of 1.96, and the P-Values value of 0.000 is smaller than the significance level of 0.05. These results prove that the hypothesis stating that there is a positive influence of organizational support on employee performance can be accepted. This finding indicates that the better the support provided by the organization to employees, the higher the level of performance produced. In addition, the influence coefficient value obtained indicates that organizational support is the largest direct influence in the research model, so it can be concluded that this variable is the most dominant factor in improving employee performance.

The results of this study indicate that employees perceive positive support from the organization in various forms, such as the implementation of organizational justice, support from superiors, recognition for contributions and work achievements, the provision of adequate work facilities, and attention to employee welfare. This support creates a comfortable and conducive work atmosphere so that employees feel appreciated and have a positive emotional bond with the organization. When employees feel that the organization cares about their needs and contributions, they will be motivated to work more diligently, demonstrate a high level of responsibility, and strive to provide the best work results (Silva & Pombo, 2026).

The significant influence of organizational support on employee performance is also evident from the F-Square value of 0.308, which is categorized as moderate. This value indicates that organizational support makes a significant contribution to improving employee performance. The results of this study align with those of Kurniawan et al. (2022) and Manurung et al. (2025), which concluded that organizational support has a positive and significant effect on employee performance. This finding reinforces the view that organizations that consistently provide support will receive a positive response from employees in the form of increased productivity, work quality, and achievement of organizational targets. Therefore, management needs to continuously improve the quality of organizational support through welfare-oriented policies, competency development, and fair rewards to ensure sustainable employee performance improvement.

The Influence of Work Motivation on Job Satisfaction

The results of the hypothesis testing indicate that work motivation has a positive and significant effect on employee job satisfaction at the Department of Agriculture and Food Security of Pandeglang Regency. Based on the results of the analysis using the PLS-SEM method, the T-Statistics value of 7.485 was obtained, which is greater than the critical value of 1.96 and the P-Values value of 0.000 is smaller than 0.05. These results prove that the hypothesis stating that there is a positive influence of work motivation on job satisfaction can be accepted. This finding indicates that the higher the work motivation possessed by employees, the higher the level of job satisfaction felt. Thus, work motivation is one of the important factors that plays a role in shaping and increasing employee job satisfaction in an organizational environment.

High employee motivation is reflected in their enthusiasm for their work, their persistence in completing tasks, their desire to achieve better work performance, and their drive to develop their skills and competencies. Furthermore, highly motivated employees tend to display a positive attitude toward their work because they perceive it as fulfilling their needs, expectations, and personal goals. When employees perceive that their efforts are appropriately rewarded and provided with opportunities for growth, their job satisfaction levels will increase (Alijanzadeh et al., 2026).

The results of this study support motivation theory, which states that highly motivated individuals tend to feel more satisfied with their work because there is a match between expectations and the results obtained from the work. This finding also aligns with research by Retno A. Utami and Didik Subiyanto (2024) and Dwinanda (2022), which shows that work motivation contributes positively

to the formation of positive work attitudes, including employee job satisfaction. Motivated employees will enjoy their work more, have a higher commitment, and demonstrate greater loyalty to the organization. Therefore, organizations need to continuously improve employee work motivation by providing fair rewards, transparent promotion opportunities, competency development through training, and creating a supportive work environment. These efforts will help improve employee job satisfaction sustainably and encourage the achievement of organizational goals more effectively (Ruparel et al., 2026).

The Influence of Organizational Support on Job Satisfaction

The results of the study indicate that organizational support has a positive and significant effect on employee job satisfaction at the Department of Agriculture and Food Security of Pandeglang Regency. Based on the results of hypothesis testing using the PLS-SEM method, the T-Statistics value of 11.373 was obtained, which is much greater than the critical value of 1.96 and the P-Values value of 0.000, which is smaller than 0.05. These results prove that the hypothesis stating that there is a positive influence of organizational support on job satisfaction can be accepted. This finding indicates that the higher the level of support provided by the organization to employees, the higher the level of job satisfaction felt by employees. In fact, compared to work motivation variables, organizational support is proven to have a stronger influence in shaping employee job satisfaction.

The significant influence of organizational support on job satisfaction is also evident from the F-Square value of 1.413, which falls into the category of a significant influence. This value indicates that organizational support is a very dominant factor in increasing employee job satisfaction. This condition indicates that employees feel the attention, appreciation, and support provided by the organization in carrying out their duties and responsibilities. This support can take the form of providing adequate work facilities, providing assistance when facing work difficulties, opportunities for competency development, a conducive work environment, and recognition of employee contributions (Singh et al., 2026).

The results of this study align with those of Sulistyawati and Sufriadi (2021), Nurfayani and Wibawa (2022), and Amaradipta et al. (2022), which stated that organizational support has a positive and significant effect on employee job satisfaction. Employees who feel valued and cared for by the organization tend to have positive feelings about their jobs, feel more comfortable at work, and demonstrate higher loyalty to the organization. Conversely, low organizational support can lead to dissatisfaction, potentially reducing employee morale and commitment. Therefore, management needs to make increasing organizational support a top priority in human resource management. Through consistent attention, fair rewards, and support for employee needs, organizations can significantly increase job satisfaction, which ultimately supports the achievement of organizational goals more effectively and sustainably.

The Influence of Job Satisfaction on Employee Performance

The results of the hypothesis testing indicate that job satisfaction has a positive and significant effect on employee performance at the Department of Agriculture and Food Security of Pandeglang Regency. Based on the results of the analysis using the PLS-SEM method, the T-Statistics value of 2.515 was obtained, which is greater than the critical value of 1.96, and the P-Values value of 0.012 is smaller than 0.05. These results prove that the hypothesis stating that there is a positive influence of job satisfaction on employee performance can be accepted. This finding indicates that employees who have a high level of job satisfaction tend to be able to produce better performance than employees who have a low level of job satisfaction. In other words, increased job satisfaction will be followed by an increase in the quality of implementation of tasks, responsibilities, and achievement of employee work targets.

This condition indicates that employees are generally quite satisfied with their jobs and are able to demonstrate good performance in carrying out organizational tasks. Employee job satisfaction can stem from various aspects, such as the suitability of the job to their abilities, harmonious working relationships with colleagues and superiors, a comfortable work environment, opportunities for development, and recognition from the organization for their contributions. When these aspects are

met, employees will have positive feelings about their jobs and be more motivated to perform optimally (Nishanthi & Hariharan, 2026).

Despite its significant influence, the F-Square value of 0.053 indicates that the influence of job satisfaction on employee performance is low compared to other variables in the research model. This indicates that job satisfaction is not the sole factor determining employee performance, but it still plays a significant role in supporting performance improvement. This finding supports the theory that job satisfaction is a factor influencing employee behavior and work outcomes. Employees who are satisfied with their jobs tend to have higher work morale, a stronger level of commitment, and a willingness to contribute their best to the organization. The results of this study are also in line with research by Abdullah (2022), Aryoko et al. (2022), and Govinda and Mujiati (2022), which found that job satisfaction has a positive effect on employee performance. Therefore, organizations need to continue to create working conditions that support increased job satisfaction so that employee performance can develop optimally and sustainably.

The Influence of Work Motivation on Employee Performance through Job Satisfaction

The results of the hypothesis testing indicate that job satisfaction is able to mediate the influence of work motivation on employee performance at the Department of Agriculture and Food Security of Pandeglang Regency. Based on the results of the analysis using the PLS-SEM method, the T-Statistics value of 2.356 was obtained, which is greater than the critical value of 1.96 and the P-Values value of 0.019 is smaller than 0.05. These results indicate that the indirect effect of work motivation on employee performance through job satisfaction is proven to be significant. Thus, the hypothesis stating that work motivation influences employee performance through job satisfaction can be accepted. This finding indicates that work motivation not only has a direct impact on improving employee performance, but also has an indirect impact through increasing job satisfaction felt by employees.

This condition indicates that employees with high work motivation tend to feel more satisfied with their jobs. High motivation will encourage employees to work enthusiastically, have clear goals, and strive for better performance. When employees feel that their work is able to meet their needs, expectations, and personal goals, their job satisfaction levels will increase. High job satisfaction will then encourage employees to demonstrate more positive work behaviors, increase their commitment to the organization, and produce more optimal performance (Apaza-tarqui & Huanca-l, 2026).

The role of job satisfaction as an intervening variable in this study indicates that the relationship between work motivation and employee performance is not solely direct, but also occurs through psychological mechanisms such as job satisfaction. In other words, high work motivation will be more effective in improving performance if accompanied by increased employee job satisfaction. This finding aligns with research by Artana and Mujiati (2022), Safitri et al. (2022), and Supar et al. (2022), which explains that work motivation and job satisfaction are two interrelated factors that influence employee performance. Therefore, organizations need to implement policies that focus not only on increasing work motivation but also on creating working conditions that can enhance employee satisfaction. Through fair rewards, career development opportunities, a comfortable work environment, and adequate organizational support, employees will have higher motivation and job satisfaction, enabling them to make maximum contributions to achieving organizational goals.

The Influence of Organizational Support on Employee Performance through Job Satisfaction

The results of the hypothesis testing indicate that job satisfaction is able to mediate the influence of organizational support on employee performance at the Department of Agriculture and Food Security of Pandeglang Regency. Based on the results of the analysis using the PLS-SEM method, the T-Statistics value of 2.447 was obtained, which is greater than the critical value of 1.96 and the P-Values value of 0.015 is smaller than 0.05. These results indicate that the indirect effect of organizational support on employee performance through job satisfaction is proven to be significant. Thus, the hypothesis stating that organizational support influences employee performance through job satisfaction can be accepted. This finding proves that organizational support not only has a direct

influence on improving employee performance, but is also able to improve performance through increasing job satisfaction felt by employees (Shankar & Sarkar, 2026).

The results of this study indicate that job satisfaction serves as a mediating variable that strengthens the relationship between organizational support and employee performance. When employees perceive positive support from the organization, whether in the form of attention from leaders, appreciation for contributions, fairness in decision-making, or the provision of adequate work facilities, they will have a positive perception of the organization. This positive perception will foster a sense of comfort, appreciation, and job satisfaction. This condition ultimately encourages employees to work with more enthusiasm, increase their commitment to the organization, and produce better performance (Mombelli et al., 2026).

These findings indicate that job satisfaction is an important mechanism explaining how organizational support can improve employee performance. The higher the support provided by the organization, the higher the level of job satisfaction experienced by employees, which in turn impacts improved performance. The results of this study align with research by Firda Amanda Bela et al. (2025), Pratiwi and Nasution (2025), and Yusril I. Haryadi et al. (2025), which shows that organizational support plays a significant role in improving job satisfaction and various positive employee outcomes, including performance. Therefore, organizations need to continuously improve the quality of support provided to employees through fair policies, attention to welfare, recognition of achievement, and the provision of adequate work facilities and infrastructure. These efforts will not only increase job satisfaction but also encourage the creation of more optimal and sustainable employee performance in supporting the achievement of organizational goals.

Conclusion

Based on the results of data analysis and discussion regarding the influence of work motivation and organizational support on employee performance through job satisfaction at the Department of Agriculture and Food Security of Pandeglang Regency, the following conclusions can be drawn:

1) Work motivation has a positive and significant impact on employee performance at the Pandeglang Regency Agriculture and Food Security Service. These results indicate that the higher an employee's work motivation, the higher their performance in carrying out their duties and responsibilities. 2) Organizational support has a positive and significant impact on employee performance at the Pandeglang Regency Agriculture and Food Security Service. These findings indicate that organizational support, manifested through organizational justice, superior support, rewards, work facilities, and attention to employee welfare, can optimally improve employee performance. 3) Work motivation has a positive and significant impact on job satisfaction at the Pandeglang Regency Agriculture and Food Security Service. Employees with high work motivation tend to experience higher levels of job satisfaction than those with low work motivation. 4) Organizational support has a positive and significant impact on job satisfaction at the Pandeglang Regency Agriculture and Food Security Service. The higher the organizational support provided to employees, the higher the level of job satisfaction experienced by employees. 5) Job satisfaction has a positive and significant impact on employee performance at the Pandeglang Regency Agriculture and Food Security Service. Employees who are satisfied with their jobs, work environment, interpersonal relationships, and career development opportunities tend to perform better. 6) Job satisfaction mediates the influence of work motivation on employee performance at the Pandeglang Regency Agriculture and Food Security Service. This indicates that work motivation not only directly improves employee performance but also increases employee job satisfaction. 7) Job satisfaction mediates the influence of organizational support on employee performance at the Pandeglang Regency Agriculture and Food Security Service. This finding indicates that good organizational support will increase employee job satisfaction, which in turn will improve employee performance.

Overall, the research results indicate that improving employee performance at the Pandeglang Regency Agriculture and Food Security Office can be achieved through strengthening work motivation, organizational support, and job satisfaction. Organizations need to encourage employee motivation by providing awards for achievement, career development opportunities, ongoing training, and a fair

and transparent promotion system. On the other hand, organizational support also needs to be strengthened through fair policies, good relationships between leaders and employees, the provision of adequate work facilities, and attention to employee welfare, considering that these factors have the greatest influence on performance. Furthermore, organizations need to create a comfortable work environment, harmonious work relationships, appropriate compensation, and clear career development opportunities to further increase job satisfaction. Thus, motivation and organizational support not only have a direct impact on performance but also increase job satisfaction, which ultimately further strengthens employee performance and supports the achievement of organizational goals more effectively.

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