

## Antecedents of Job Satisfaction Mediated by Work Motivation

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### ABSTRACT

This research aims to determine the antecedents of job satisfaction mediated by work motivation. This research is quantitative using Partial Least Square version 4.0. The sample uses census techniques of 102 respondents. The results of the research individual characteristics and workload have a positive and significant effect on job satisfaction, job characteristics, and organizational culture do not affect job satisfaction, organizational culture has no significant effect on job satisfaction, job characteristics have a positive and significant effect on work motivation, organizational culture positive and significant effect on work motivation, workload has a significant effect on work motivation, work motivation does not affect job satisfaction, individual characteristics, job characteristics, organizational culture, and workload cannot mediate employee work motivation on job satisfaction.

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## INTRODUCTION

By government regulations, Banyumas Regency Population and Civil Registration Service is a government organization formed based on Regulation Number 1 of 2008, which has the function and task of implementing and formulating population and civil registration policies, as well as providing public. (<http://dindikcapil.banyumaskab.go.id/page/1432/dinsukcapil>)

Organizations in Indonesia have often faced a significant challenge in terms of the quality of their human resources. (Nurpratama & Yudianto, 2022). However, it takes work to improve to enhance the quality, such as the Banyumas Population Service, which is experiencing several obstacles in carrying out its activities. Based on information obtained from informants, Employees of the Banyumas Population Service discovered phenomena related to job satisfaction. Employees who still need to be more optimal in carrying out their work.

According to Kumorojati & Endratno, (2014), Job satisfaction is the factor for employees to get optimal work results when doing work. When employees want to feel satisfied at work, employees will try as much as possible to achieve job satisfaction, employees need to complete their work efficiently.

The issue of job satisfaction will be implemented and fulfilled if company management pays attention to several variables that influence job satisfaction itself. The variables in question are individual characteristics, the phenomenon of individual characteristics at the Banyumas Population Service is not optimal, this can be seen on the online page used to register online. (<http://dindikcapil.banyumaskab.go.id/>) employees are required to provide services online and offline. According to Dewi *et al.*, (2022), Employee job satisfaction is determined by each employee's characteristics as part of the organization which will influence employees in this research on employees of the Banyumas Population Service. However, Mulia *et al.*, (2021), and Tambariki *et al.*, (2019), it concluded that after testing the data individual characteristics of employee job satisfaction.

The variable that influences job satisfaction at the Banyumas Population Service is job characteristics. Based on Andana *et al.*, (2023), Job characteristics are basic conditions along with important elements inherent in every job. The Banyumas Regency Population and Civil Registry Services has been facing issues with the effectiveness of its services, particularly with the uncertain completion time for population and civil registration. Findings from a research study indicate that Pramuditha, (2020), Herawati *et al.*, (2022), Januardi, (2021), and Rahmawati & Hudayah, (2019) a review of several previous studies which stated that there is an effect through testing in research. Meanwhile, research by Burhami *et al.*, (2019), Moras & Kashyap, (2021) concluded that job characteristics employee job satisfaction.

The variable that influences job satisfaction at the Banyumas Population Service is organizational culture. According to Pathiranage *et al.*, (2020), Organizational culture is a belief, value system, and behavior pattern that subconsciously encourages employees to make decisions on certain choices. According to Hamsal, (2021), Maswani *et al.*, (2019), and Alasyari *et al.*, (2023) Thus, a good organizational culture is needed that every employee must have

to increase job satisfaction. Meanwhile, according to Syahrudin *et al.*, (2022) The statement claims indicated did not affect.

According to Ali *et al.*, (2022), Workload is the level of activity of a job within a certain amount of time and must be completed by an individual, person, or group. The problem was discovered that employees at the Banyumas Population Service were in a state of stress, to reduce this tension, they carried out activities. The higher the pressure, the more activity is needed to reduce the tension, for this reason, there is a need for work motivation. According to Astuti & Mayasari, (2021), workload influences job satisfaction. This implies that to increase employee job satisfaction, institutions or agencies need to pay attention to employee workload and work motivation, whereas research by Hermingsih & Purwanti, (2020), Ranti & Ajimat, (2022), Arifuddin *et al.*, (2021) indicates that workload did not affect.

Work motivation is a form of motive or desire that shows employee enthusiasm for carrying out their duties in their respective fields (Efrinawati *et al.*, 2022). According to Rahman *et al.*, (2018), Basalamah & As'ad, (2021) work motivation influences job satisfaction, whereas according to Rahayu *et al.*, (2020) Hermingsih & Purwanti, (2020), Ranti & Ajimat, (2022), indicated that job satisfaction did not affect.

Research is developed by adding one variable from the research conducted Kumorojati & Endratno, (2014) the previous research was carried out on KUD management in Banyumas Regency while the object of this research was the Registration Service (DINDUKCAPIL) of Banyumas. Then add the independent variable, namely workload. The reason researchers added the workload variable is that workload influences employee job satisfaction. If an employee feels a job is burdensome the employee experiences tension at work because the employee's abilities do not match the demands of the organization and will experience fatigue at work, resulting in decreased job satisfaction, this will have an impact on employee behavior, such as employees working ineffectively, being lazy, avoiding tasks and decreasing employee motivation (Maini & Tanno, 2021). The researcher aims to investigate the antecedents of job satisfaction mediated by work motivation in the Banyumas population service.

## LITERATURE REVIEW

In this research, the leading theory being used is the two-factor theory, According to Frederick Herzberg, job satisfaction comes from the absence of extrinsic factors. These extrinsic factors, also known as work context, include (1) job security, (2) status, (3) wages, (4) working conditions, (5) organizational procedures, (6) quality of interpersonal relationships between co-workers, superiors, and subordinates, and (7) quality of supervision. Although the existence of these conditions may sometimes motivate employees, absence causes dissatisfaction. This is because employees need to maintain at least a level of employee satisfaction. (Munir, 2022).

Motivational factors such as the nature of work and intrinsic rewards are known to enhance employee job satisfaction. related Motivational factors include responsibility, achievement, autonomy, recognition, and work. These

motivation factors are considered to be directly related to the job characteristics model (Siruri & Cheche, 2021).

This study identifies workload (X1) and organizational culture (X3) as the hygiene factors. The study concludes that the motivator factors are individual characteristics (X1) and job characteristics (X2). Additionally, workload (X4) and organizational culture (X3) are hygiene factors.

### **The Impact of Individual Characteristics on Job Satisfaction**

Many previous researchers have also conducted research related to individual characteristics, such as the most important factor for a professional is individual characteristics. This influences a person's understanding and attitude towards work (Suhartini, 2022). Considering that individual characteristics are shown by their abilities, nature, and the amount of work they do every day, this makes them very vulnerable to job satisfaction. Research has been conducted by Suhartini, (2022), Negoro *et al.*, (2021), Anggarini *et al.*, (2021), Sabtohadhi *et al.*, (2019), and Pratama *et al.*, (2022) a review of several previous studies which stated that there is an effect through testing in research. Based on these findings, propose the following hypothesis for this study:

H1: Individual characteristics have a significant and positive effect on job satisfaction.

### **The Impact of Job Characteristics on Job Satisfaction**

Job characteristics are basic conditions along with important elements inherent in every job Andana *et al.*, (2023). The job characteristics model identifies five core job dimensions, their interrelationships, and their impact on things such as productivity, motivation, and employee satisfaction. Job characteristics are better able to increase employee satisfaction because they can design the job itself so that employees can recognize their own unique identity and the importance of the tasks given due to various autonomy, skills, and feedback to provide increased job satisfaction in the future. According to research conducted by Pramuditha, (2020), Herawati *et al.*, (2022), Januardi, (2021), Rahmawati & Hudayah, (2019), and Saputra, (2021) a review of several previous studies which stated that there is an effect through testing in research. Based on these findings, propose the following hypothesis for this study:

H2: Job characteristics significant and positive influence on job satisfaction.

### **The Impact of Organizational Culture on Job Satisfaction**

Organizational culture is a set of values and norms that guide organizational line behavior consisting of shared values and assumptions in the organization. Glinow *et al.*, (2007). One of the factors that influences job satisfaction is organizational culture as stated by Ouchi (1982) in (Salsabila *et al.*, 2021). The research Hamsal, (2021), Maswani *et al.*, (2019), and Alasyari *et al.*, (2023) a review of several previous studies stated that there is an effect through testing in research. Based on these findings, propose the following hypothesis for this study:

H3: Organizational culture positive and significant effect on job satisfaction

### **The Impact of Workload on Job Satisfaction**

Employee job satisfaction can be seen from the fulfillment of their physical and psychological needs. The psychological needs that can be fulfilled can be obtained through the role of leaders in treating their employees, which is closely related to the workload they receive. According to Barahama *et al.*, (2019), Wijaya, (2018), Astuti & Mayasari, (2021), and Lumunon *et al.*, (2019) a review of several previous studies which stated that there is an effect through testing in research. Based on these findings, propose the following hypothesis for this study:

H4: Workload significant effect on job satisfaction

### **The Impact of Individual Characteristics on Work Motivation**

Understanding the differences in an employee's character can encourage leaders to increase work motivation based on the character of the individual concerned. When personal characteristics become more apparent in the work environment, employees' motivation to work becomes stronger. Good individual characteristics will increase employee motivation. Research has been conducted Almaududi & Emil, (2019), Djari (2018), Indrawati, (2019), and Daud *et al.*, (2021) a review of several previous studies stated that there is an effect through testing in research. Based on these findings, propose the following hypothesis for this study:

H5: Individual characteristics have positive and significant effects on work motivation

### **The Impact of Job Characteristics on Work Motivation**

Employee motivation in the process of carrying out a particular job is influenced by several factors, one of which is the characteristics of the job. Employees are likely to identify job characteristics that are consistent with their goals such as jobs that provide time for those who need it to advance themselves, require them to take on extra responsibilities for themselves or their employer, and reward good behavior by rewarding those who behave well. According to research conducted Indrawati (2019), Yustina Sapan (2019), and Rahmawati & Hudayah, (2019), a review of several previous studies that have been put forward, the following hypothesis can be developed in this research as follows:

H6: Job characteristics have a positive and significant effect on work motivation

### **The Impact of Organizational Culture on Work Motivation**

A strong culture can be understood as the motivation of employees to comply with the norms, beliefs, and values that apply within the organization. because organizational culture is formed from central institutions, so values, beliefs, and behavior are related to existing systems. Research conducted by Sutoro (2020), Hutabarat, (2019), and Arif *et al.*, (2023) a review of several

previous studies stated that there is an effect through testing in research. Based on these findings, propose the following hypothesis for this study:

H7: Organizational culture has a positive and significant effect on work motivation

### **The Impact of Workload on Work Motivation**

The workload is an influential factor in employee motivation. Motivation is the key to the success of organizations that seek to increase employee longevity in the organization by using attractive methods and incentives for continued happiness. If the workload is too heavy, employee motivation will usually decrease. Therefore, an appropriate workload is needed so that it can be proportional to maintain employee motivation. According to Indrawati, (2019), Wijaya (2020), and Yustina Sapan, (2019) that workload is a factor that influences work motivation. a review of several previous studies that stated that there is an effect through testing in research. Based on these findings, propose the following hypothesis for this study:

H8: Workload influences work motivation

### **The Impact of Work Motivation on Job Satisfaction**

In terms of increasing employee job satisfaction, work motivation factors are also less important to pay attention to. Work-related motivation can direct a person to carry out a job to obtain the best results so that it can increase a sense of job satisfaction. According to Mubaroqah & Yusuf (2020), Rahman *et al.*, (2018), Basalamah & As'ad, (2021) a review of several previous studies which stated that there is an effect through testing in research. Based on these findings, propose the following hypothesis for this study:

H9: Work motivation influences job satisfaction

### **Work Motivation Mediates the Impact of Individual Characteristics on Job Satisfaction**

Individual characteristics have a positive and dominant influence on employee satisfaction, meaning that there is high concern and harmonious relationships between employees. With high concern and harmony between employees, employees can feel a comfortable working atmosphere so that the level of boredom can be minimized and a sense of work enthusiasm will be created. automatically. According to research conducted by Rahmawati, (2020) a review of several previous studies which stated that there is an effect through testing in research. Based on these findings, propose the following hypothesis for this study:

H10: Work motivation mediates the influence of individual characteristics on job satisfaction

### **Work Motivation Mediates the Impact of Job Characteristics on Job Satisfaction**

There is a higher level of motivation in employees when compared to other employees. This can be related to the components of job characteristics, namely the first is the amount of feedback received between people who work

compared to other employees. According to research conducted by Rahmawati, (2020) a review of several previous studies which stated that there is an effect through testing in research. Based on these findings, propose the following hypothesis for this study:

H11: Work motivation mediates the influence of job characteristics on job satisfaction

### Work Motivation Mediates the Impact of Organizational Culture on Job Satisfaction

A good organizational culture will give rise to job satisfaction among organizational members within it. Every job assigned to an employee will be completed well - as a result of the employee's job satisfaction. According to research conducted by Nursolihat & Abadi (2022) a review of several previous studies which stated that there is an effect through testing in research. Based on these findings, propose the following hypothesis for this study:

H12: Work motivation mediates the influence of organizational culture on job satisfaction

### Work Motivation Mediates the Impact of Workload on Job Satisfaction

Motivated employees have their challenges in the workplace. Moreover, high levels of stress in the workplace will ultimately improve organizational performance. Motivation has significant consequences on work ethics and ethical work practices and is indicated concerning employee satisfaction. According to Hariroh et al., (2022) a review of several previous studies that have been put forward, the following hypothesis can be developed in this research as follows:

H13: Work motivation mediates the effect of workload on job satisfaction

The following is a research model with the following chart:

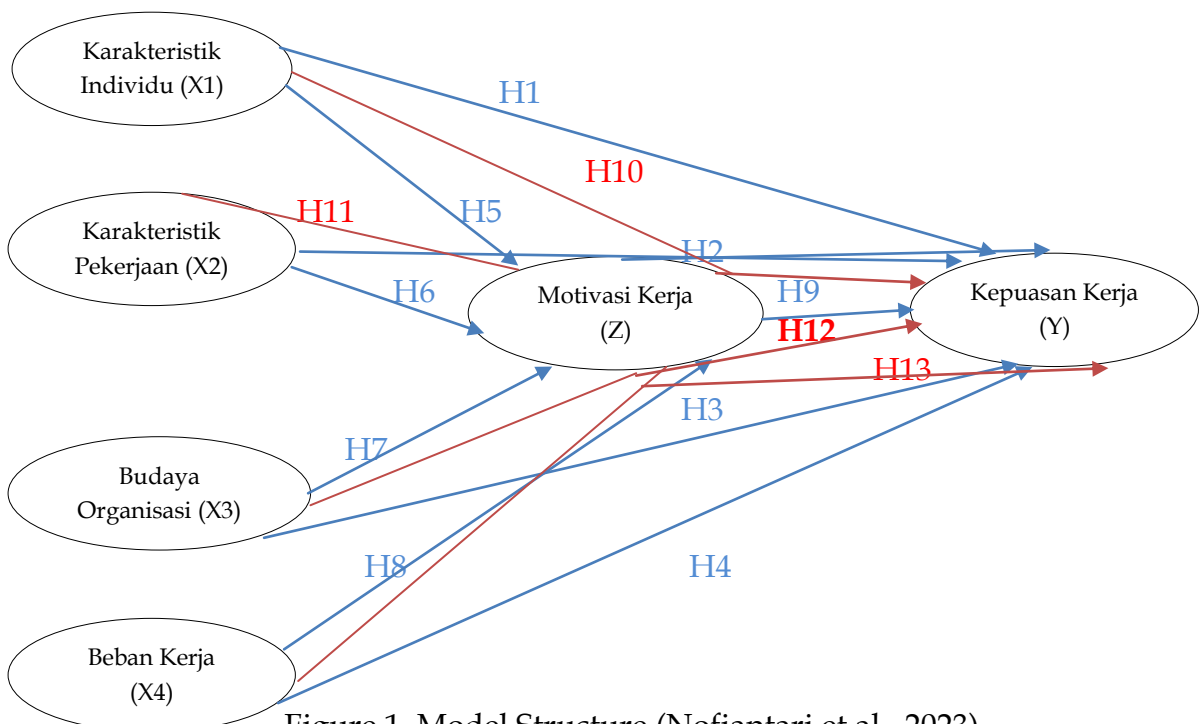


Figure 1. Model Structure (Nofiantari et al., 2023)

## METHODOLOGY

This research employs quantitative research methods through the use of a questionnaire that utilizes a scale of 1 to 5. The sample size of this research comprises 102 individuals. The research utilizes Partial Least Square-Structural version 4.0 for analysis. Hypothesis testing is performed through the Bootstrap resampling method, while the statistical test uses the t-statistic or t-test. Data was collected from a sample population of 102 employees from the Banyumas Population and Civil Registration Service using census techniques.

The measurement model is carried out directly on indicator variables or manifesto variables, which are related to factor/latent variables. The estimation model (external model) is used to evaluate the legitimacy and unwavering quality of the model. For indicators forming latent constructs, the outer model with reflective indicators is evaluated using convergent validity, discriminant validity, and composite reliability respectively. Reliability test the ability of a research instrument to be used multiple times at various times is determined by the results of the reliability test. Cronbach's Alpha is used in the testing process. A variable construct is considered to have good reliability if Cronbach's alpha value is 0.60. Discriminant Validity Cross-loading and Fornell-Lacker indicator variables are two methods. The indicator variable that is cross-loaded into the latent variable must have more value than the other latent variables (Haryono, 2016).

Respondent Characteristics: Of the 102 respondents, there were 61% men and 41% women. The highest distribution of educational levels was Bachelor's degree, namely 49 people, there were 2 respondents with Master's level of education and 37 people with Diploma level, then SMA/SMK with 14 people.

## RESULT

### Outer Model Measurement

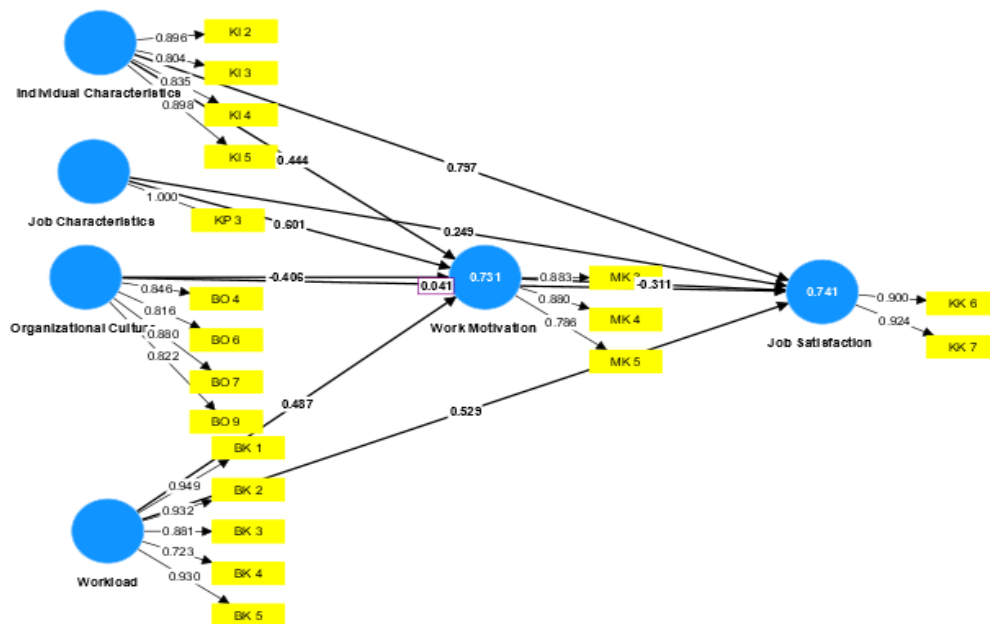


Figure 2. Structural Model

According to Figure 2, all indicators related to individual characteristics, job characteristics, workload, work motivation, and job satisfaction have loading factor values greater than 0.7. This suggests that the research instrument is valid. (Haryono, 2016).

Table 1. Cronbach's Alpha and Composite Reliability Values

	<b>Cronbach ALPHA</b>	<b>Composite reability (rho-a)</b>	<b>Composite reliability (rho-c)</b>	<b>AVE</b>
<b>WL</b>	0.932	0.968	0.948	0.786
<b>OC</b>	0.864	0.887	0.906	0.708
<b>IC</b>	0.884	0.913	0.918	0.738
<b>JS</b>	0.796	0.807	0.908	0.832
<b>WM</b>	0.809	0.825	0.887	0.724

Indicating instrument reliability value greater than 0.6. (Haryono, 2016).

Table 2. Fornell Lacker Criterion Values

	<b>WL</b>	<b>OC</b>	<b>IC</b>	<b>JC</b>	<b>JS</b>	<b>WM</b>
<b>WL</b>	0.887					
<b>OC</b>	0.288	0.841				
<b>IC</b>	-0.195	0.629	0.859			
<b>JC</b>	0.178	0.338	-0.179	1.000		
<b>JS</b>	0.345	0.711	0.679	0.294	0.912	
<b>WM</b>	0.752	0.217	-0.015	0.764	0.274	0.851

According to (Haryono, 2016), the correlation value between latent variables must be less than the square root value of AVE. As shown in Table 2, each variable's Fornell-Lacker Criterion value is above 0.6. The variables' values are as follows: workload (0.887), organizational culture (0.841), individual characteristics (0.859), job characteristics (1.000), job satisfaction (0.912), and work motivation (0.851). Based on these values all from tests above are valid.

Table 3. HTMT

	<b>JC</b>	<b>JS</b>	<b>OC</b>	<b>WM</b>	<b>WL</b>
<b>IC</b>					
<b>JC</b>	0.194				
<b>JS</b>	0.779	0.326			

<b>OC</b>	0.674	0.351	0.824		
<b>WM</b>	0.205	0.840	0.380	0.352	
<b>WL</b>	0.245	0.784	0.784	0.316	0.819

In Table 3, HTMT is below 0.90. (Hair *et al.*, 2019) It is recommended to use the HTMT table as it is considered more sensitive in detecting discriminant validity.

Table 4. Path Coefficient and T-Statistics

<b>Hypothesis</b>	<b>Standard Deviations</b>	<b>t-statistic</b>	<b>p-values</b>	<b>Information</b>
<b>H1</b>	0.211	3.778	0.000	Accepted
<b>H2</b>	0.169	1.473	0.141	Rejected
<b>H3</b>	0.251	0.163	0.870	Rejected
<b>H4</b>	0.167	3.175	0.002	Accepted
<b>H5</b>	0.179	2.802	0.005	Accepted
<b>H6</b>	0.158	4.178	0.000	Accepted
<b>H7</b>	0.144	2.353	0.019	Accepted
<b>H8</b>	0.172	3.175	0.002	Accepted
<b>H9</b>	0.163	1.736	0.083	Rejected
<b>H10</b>	0.094	1.465	0.143	Rejected
<b>H11</b>	0.132	1.413	0.155	Rejected
<b>H12</b>	0.093	1.362	0.173	Rejected
<b>H13</b>	0.096	1.568	0.115	Rejected

The analysis of T-statistics involves assessing criteria that must be above 1.96. (Haryono, 2016). Using the SmartPLS 4.0 program via Bootstrapping for data processing.

Table 5. R-Square Value

<b>JS</b>	<b>0.741</b>
<b>WM</b>	<b>0.731</b>

The R-square value for the work motivation variable (Z) is 0.731, meaning that the influence of work motivation variability can be explained by the work motivation variable of 73.1%, while the remaining 26.9% can be

explained by other variables. Meanwhile, the R-square value for the job satisfaction variable (Y) is 0.731, meaning that the influence of job satisfaction can be explained by independent variables such as individual characteristics, job characteristics, and workload with a variation of 74.1%. It is worth noting that 74.1% of the total variation in the data can be attributed to the variables studied in this research. The remaining 25.9% of the variation is likely due to other factors not included.

## **DISCUSSION**

### **The Influence of Individual Characteristics on Job Satisfaction**

Based on the results of data analysis, individual characteristics have a positive and significant effect on job satisfaction. This is in line with research conducted by Suhartini, (2022), Negoro *et al.*, (2021), Anggarini *et al.*, (2021), Sabtohadhi *et al.*, (2019), Pratama *et al.*, (2022) that Individual characteristics have a positive and significant effect on job satisfaction. This means that the higher the personal characteristics of Banyumas Population and Civil Registration Service employees, the higher the employee's job satisfaction. The results, however, of this research are not in line with research conducted by Mulia *et al.*, (2021), and Tambariki *et al.*, (2019) precisely that individual characteristics do not influence employee satisfaction.

### **The Influence of Job Characteristics on Job Satisfaction**

Based on testing, job characteristics do not affect job satisfaction. This is in line with research conducted by Burhami *et al.*, (2019), and Moras & Kashyap, (2021) that job characteristics do not affect. This means that the job characteristics at the Banyumas Population and Civil Registration Service do not influence the level of job satisfaction of employees there. However, this research is not in line with research conducted by Herawati *et al.*, (2022), Rahmawati & Hudayah, (2019), and Saputra, (2021) that job characteristics have a positive and significant effect on job satisfaction.

### **The Influence of Organizational Culture on Job Satisfaction**

Shows that organizational culture has no effect on job satisfaction. This is in line with research conducted by Syahrudin *et al.*, (2022) that organizational culture does not affect job satisfaction. This means that whether the organizational culture at the Banyumas Population and Civil Registration Service is good or not does not have a special impact on employees because in principle employees who work have their level of satisfaction. However, this research is not in line with research conducted by Hamsal, (2021), Maswani *et al.*, (2019), and Alasyari *et al.*, (2023) that organizational culture can increase employee job satisfaction and have a positive and significant effect.

### **The Effect of Workload on Job Satisfaction**

Based on the results of research that has been done, it was found that Barahama *et al.*, (2019), Wijaya, (2018), Astuti & Mayasari, (2021), and Lumunon *et al.*, (2019) which states that workload has a significant and influential effect

on job satisfaction. This means that the workload is high, as seen from the results of the questionnaire, which will have an impact on the job satisfaction of Banyumas Population and Civil Registration Service employees. However, this research is not in line with research conducted by Hermingsih & Purwanti, (2020), Arifuddin *et al.*, (2021), and Yuliani & Kurniyati, (2021) indicating that does not affect.

### **The Influence of Individual Characteristics on Work Motivation**

Based on testing, individual characteristics have a positive and significant effect on work motivation. This is in line with research conducted by Almaududi & Emil, (2019), Djari (2018), Indrawati, (2019), and Daud *et al.*, (2021) Individual characteristics have a positive and significant effect on work motivation. This means that individual characteristics at the Banyumas Population and Civil Registration Service must be improved because they influence work motivation, especially in completing work assigned by the leadership. However, this research is not in line with research conducted Melina *et al.*, (2020) that individual characteristics do not affect work motivation.

### **The Influence of Job Characteristics on Work Motivation**

Based on testing, job characteristics have a positive and significant effect on work motivation. This is in line with research conducted by Indrawati (2019), Yustina Sapan (2019), Rahmawati & Hudayah, (2019), and Ahmadi *et al.*, (2023) that job characteristics have a positive and significant effect on work motivation. This means that the more appropriate the job characteristics are in carrying out the work, the better the work motivation of the Banyumas Population and Civil Registration Service employees will be. However, this research is not in line with research conducted by Sandi *et al.*, (2021) that job characteristics cannot influence work motivation.

### **The Influence of Organizational Culture on Work Motivation**

Based on testing, organizational culture has a positive and significant effect on work motivation. This is in line with research conducted by Sutoro (2020), Hutabarat, (2019), and Arif *et al.*, (2023) that organizational culture influences work motivation. This means that one way to increase employee work motivation is to implement organizational culture at the Banyumas Population and Civil Registration Service. However, this research is not in line with research conducted by Dewi, (2020) that organizational culture does not affect work motivation.

### **The Influence of Workload on Work Motivation**

Based on testing, workload has a significant effect on work motivation. This is in line with research conducted by Indrawati, (2019), Wijaya (2020), Yustina Sapan, (2019), Hardono *et al.*, (2019), and Lubis *et al.*, (2022) that workload is a factor that influences work motivation. This means that the greater the workload felt by the employees of the Banyumas Population and Civil Registration Service, the greater the work motivation.

### **The Influence of Work Motivation on Job Satisfaction**

Based on testing, work motivation does not affect job satisfaction. This is in line with research conducted by Adam *et al.*, (2021), and Noor & Zainordin, (2018). This means that job satisfaction besides work motivation at the Banyumas Population and Civil Registration Service. However, this research is not in line with research conducted by Mubaroqah & Yusuf (2020), Rahman *et al.*, (2018), Basalamah & As'ad, (2021) that work motivation influences job satisfaction.

### **Work Motivation Mediates the Influence of Individual Characteristics on Job Satisfaction**

Based on the results of data analysis, individual characteristics cannot mediate the influence of work motivation on job satisfaction. This shows that work motivation cannot strengthen the relationship between individual characteristics and job satisfaction. This is in line with research conducted by Kumorojati & Endratno, (2014). However, this research is not in line with Rahmawati, (2020) a review of several previous studies which stated that there is an effect through testing in research.

### **Work Motivation Mediates the Influence of Job Characteristics on Job Satisfaction**

Based on testing, job characteristics cannot mediate the influence It has been found that work motivation does not strengthen the relationship between job characteristics and job satisfaction. This shows that work motivation cannot strengthen the relationship between job characteristics and job satisfaction. Employee job satisfaction will increase if individual characteristics likewise, vice versa, employee job satisfaction will decrease if individual characteristics and job characteristics are not guaranteed. This is in line with research conducted by Kumorojati & Endratno, (2014). However, this research is not in line with Rahmawati, (2020) a review of several previous studies which stated that there is an effect through testing in research.

### **Work Motivation Mediates the Influence of Organizational Culture on Job Satisfaction**

Based on testing, have found that organizational culture does not mediate the influence of work motivation on job satisfaction. This means that work motivation does not strengthen the relationship between organizational culture and job satisfaction. In line with Kumorojati & Endratno, (2014). However, this research is not in line with Nursolihat & Abadi (2022) a review of several previous studies which stated that there is an effect through testing in research.

### **Work Motivation Mediates the Effect of Workload on Job Satisfaction**

Based on testing, workload does not affect the relationship between work motivation and job satisfaction of Banyumas Population and Civil Registration Service employees. This research is in line with research conducted by Sitorus, (2023) It has been found that work motivation affects job satisfaction,

but workload does not mediate this job satisfaction. However, this research is not in line with the research conducted Hariroh *et al.*, (2022) After conducting the research, it was concluded that work motivation plays a role in mediating the impact of workloads on job satisfaction.

## CONCLUSIONS AND RECOMMENDATIONS

The conclusion obtained from the research results is that the research results show that individual characteristics have a positive and significant effect on job satisfaction, job characteristics have no effect on job satisfaction, organizational culture does not affect job satisfaction, workload has a significant and significant effect on job satisfaction, individual characteristics positive and significant effect on work motivation, job characteristics have a positive and significant effect on work motivation, organizational culture has a positive and significant effect on work motivation, workload has a significant effect on work motivation, work motivation has no effect on job satisfaction, individual characteristics, job characteristics, organizational culture and workload cannot mediate the effect of work motivation on job satisfaction.

Work-related motivation can direct a person in carrying out a job to obtain the best results so that it can increase the feeling of job satisfaction in employees. Banyumas Registration Service should pay more attention to employee workload to prevent decreasing work motivation due to fatigue from job duties.

## ADVANCED RESEARCH

The scope of this research was restricted to the employees of the Banyumas Registration Service respondents should be differentiated based on strata or echelonization. Future researchers should review non-influential variables that do not influence or mediate in different agencies.

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