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The Role of Social Support Related to Government Budget Efficiency on the Impact of Job Satisfaction and Motivation on Employee Performance in Aceh

ABSTRACT

This study seeks to examine and evaluate job satisfaction as a moderating variable that affects the relationship between job satisfaction, motivation, and employee performance in the context of the government's budget efficiency policy implementation in Aceh. In light of the present government budget efficiency policy, the performance of Aparatur Sipil Negara (ASN) staff is a pivotal element in attaining this efficiency. Optimal employee performance not only facilitates the achievement of corporate objectives but also ensures the effective and efficient utilization of available funds.

This research population comprises all ASN personnel, including both Pegawai Negeri Sipil (PNS) and Government personnel with Pegawai Pemerintah dengan Perjanjian Kerja (PPPK) under the Satuan Kerja Perangkat Aceh (SKPA). This study used purposive sampling in conjunction with incidental sampling strategies, given the substantial population size. This sampling approach is selected for its practicality in identifying respondents when the overall population size is indeterminate. Respondents were randomly chosen throughout the data collection phase in June-July 2025. The Moderated Regression Analysis (MRA) method was employed for data analysis to evaluate hypotheses.

This study's findings indicate that job happiness and work motivation significantly influence employee performance. A multiple linear regression model indicates that job happiness adversely and significantly affects employee performance, whereas work motivation positively and significantly influences employee performance. In contrast, the MRA model reveals a substantial and inverse interaction effect between job satisfaction and motivation on employee performance. Social support serves as a moderator that enhances the positive and considerable impact of job satisfaction and motivation on employee performance, particularly in relation to budget efficiency implementation in Aceh. Consequently, organizational management within all SKPAs in Aceh must prioritize enhancing social support in the workplace as a fundamental strategy to alleviate the adverse impacts on job satisfaction and optimize the beneficial effects of work motivation on employee performance. This strategy will not only enhance the work environment but also improve human resource efficacy in addressing problems posed by the budget efficiency policy, therefore fostering optimal and sustainable performance.

Keywords: Efficiency Budget, Job Satisfaction, Motivation, Performance, Social Support

INTRODUCTION

Employee performance is a crucial factor in evaluating the efficacy of an organization's operations and the attainment of its strategic objectives, indicating individual contributions to collective results. This concept of performance includes both the quantity and quality of employee output in fulfilling tasks aligned with specified objectives. Employee performance is assessed using several important factors, including work output quality and quantity, competency, task execution effectiveness, collaboration ability, commitment level, and autonomy in duties. All of them function as primary metrics for enhancing staff productivity.

Within government agencies, staff performance signifies the efficacy of public services and the accountability of the government. Employee performance is a crucial component, serving as planners, implementers, drivers, and supervisors in national growth across many government departments and agencies, from central to regional levels. Consequently, assessing and overseeing employee performance is essential for the efficient and successful attainment of organizational objectives, necessitating continuous communication between employees and management. (Syaifuddin & Toni, 2023; Prasetyawan, Hadian, Machmud & Manik, 2023)

Budget efficiency presents a significant obstacle in attaining growth objectives, frequently associated with personnel performance. Optimal employee performance not only facilitates the attainment of organizational objectives but also directly influences the precise and strategic allocation of the budget. Consequently, financial efficiency has a substantial influence on the operations of regional administrations in Indonesia, particularly in Aceh. (Kusumayadi, Hermanto, Noviyanti, Irawati & Fitriansyah, 2024; Sidharta, 2023; Munahar & Kesuma, 2023)

The influence of budget efficiency measures on staff performance in Aceh is apparent in the constraints on operational expenditures, including diminished travel, honorariums, and the acquisition of office supplies. This condition compels employees to concentrate primarily on essential duties and regional objectives, hence constraining opportunities for supplementary activity or innovation. The implementation of these efficiency measures has elicited apprehensions within the State Civil Apparatus (ASN), notably among Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). Concerns include potential staff reductions, salary delays, and the forfeiture of benefits such as the 13th-month salary and holiday allowances, despite governmental assurances that employee expenditures will remain unaffected. In Central Aceh, part-time PPPK contract employees encountered salary delays spanning several months, resulting in economic instability and diminished morale. Moreover, cost-saving initiatives, such as the termination of contract workers and workplace power outages, have exerted significant strain on employees and public services, potentially diminishing work motivation and adversely affecting the welfare of their families. Consequently, a judicious solution and meticulous budget management are essential to guarantee that budget efficiency does not compromise staff performance or the quality of public services, particularly in the face of consistently elevated service demands. The government's requirement for exemplary public service must be persistently upheld. This condition must correspond with staff performance, which must always be sustained and enhanced. A crucial element leading to substantial

performance enhancement is employee work satisfaction. This condition indicates employees' perceptions and evaluations of their work and the degree to which their expectations are fulfilled, which directly influences total productivity. (Frinaldi, Saputra, Embi, Habibie & Hashanah, 2023; Ibrahim, Putra & Suryani, 2024; Rahman, Nurdiansyah, Sidharta, Purana & Hendiky, 2024)

Employee job satisfaction is affected by numerous internal and external factors, such as company culture and the supply of equitable and adequate compensation. These elements include salary, promotions, quality of supervision, work environment, coworker relationships, and general working conditions. (Cuong, Thao & Linh, 2023; Nurislam, Yusup, Sholihah & Jatmika, 2023; Imelda, Fachrudin, Satriawan, Wibisono & Khaddafi, 2022)

Employee performance can be propelled and affected by work motivation. Work motivation is the impetus for individuals to cooperate, exhibit peak performance, and consolidate their efforts to attain the desired degree of job satisfaction. Consequently, work motivation is essential in influencing concentrated work behavior and attaining the anticipated quality and quantity requirements of an employee. (Usman, Sugianto & Usman, 2024; Tanjung, Munthe, Nasution, Syahputra, Syafrie & Helmi, 2024; Rinawati & Sidharta, 2024)

Within the realm of civil servants (ASN), robust motivation can enhance employee discipline, initiative, and tenacity in fulfilling their responsibilities. Employees with sustained high work motivation may surmount diverse challenges and maximize their contributions to corporate objectives, hence enhancing the quality and quantity of work output.

Employee performance is not just determined by job satisfaction and motivation; social support is also considered to enhance the influence of these two factors on performance significantly. Social support refers to the affirmative interactions individuals receive from their surroundings, encompassing emotional, informational, instrumental, and tangible assistance. (Riyadh, Nugraheni & Ahmed, 2023; Pratama, Suzanto, Mialasmaya, Tansar & Ningsih, 2024; Rajagukguk & Harahap, 2022)

Social support not only enhances employee job satisfaction and motivation but also serves as an independent component that directly affects both individual and collective performance inside an organization. This condition suggests that social support can serve as a vital resource, enabling individuals to feel more valued, motivated, and better equipped to manage work-related stress. Moreover, the existence of social support in the workplace fosters a favorable work environment, enhancing both effectiveness and efficiency. Consequently, social support enhances interpersonal ties among employees and directly influences the quality of their work performance. (Riamanda, Rachmatan & Aprilia, 2022; Fitria, Hardiyana, Danasasmita & Jatmika, 2023; Sianturi, Syafri & Amalia, 2024)

This research aims to analyze the impact of job satisfaction and motivation on the performance of civil officials in Aceh, grounded in the context of budget efficiency implementation. This research investigates the role of social support as a mediator in the relationship between job satisfaction, work motivation, and employee performance among ASN employees affected by the budget efficiency policy in Aceh.

METHOD

This study utilized a quantitative descriptive design, incorporating a survey methodology and parametric statistical analysis via hypothesis testing to evaluate the effect of job satisfaction and motivation on employee performance. Additionally, social support functioned as a moderating variable to investigate its interaction impacts on this relationship, concentrating on civil servants (ASN) in Aceh. The study population included all civil servants under the Aceh Work Unit (SKPA), encompassing both civil workers and PPPK (Permanent Personnel). The employed sample technique was non-probability purposive sampling. The sampling method employed was a combination of purposive and convenience sampling. This sample strategy was used because of the researcher's ability to choose individuals or units that were most readily accessible or available during the study period. The research was conducted over one month, from mid-June to mid-July 2025.

The data for this study were obtained from primary sources through a survey method, which entailed sending questionnaires to all civil servants within the Aceh SKPA. The questionnaires were disseminated during a one-month period, from mid-June to mid-July 2025.

This research will employ Moderated Regression Analysis (MRA) utilizing IBM SPSS 27 software to examine and test the associated hypotheses. Prior to doing data analysis with MRA, the study data must undergo multiple rounds of data quality assessment. These phases encompass the execution of data validity assessments and data reliability evaluations. The validity assessment employed in the study to determine the measurement instrument's validity is based on the product-moment correlation, where the computed r value exceeds the r table value at a 5% probability level. A reliability test was subsequently performed on the study instrument to verify the reliability and consistency of the questionnaire utilized for data collection. This research employed the Cronbach's alpha approach for the reliability test, with a threshold value greater than 0.60 as an indication of instrument dependability.

RESULTS AND DISCUSSION

This study was executed from mid-June to mid-July 2025, utilizing a direct questionnaire disseminated to participants electronically via Google Forms. The participants were civil servants (ASN) at the provincial level of Aceh, comprising both civil servants (PNS) and government employees (PPPK). During this period, 243 respondents effectively completed the questionnaire. All data analysis and processing were conducted utilizing IBM SPSS version 27.

This study initially assessed data quality through validity and reliability testing before proceeding with analysis via the MRA approach. The validity test sought to confirm that the questions in the instrument were suitable and representative of the research variables

by comparing the computed r value to the r table at a 5% significance level. The r table value for 243 respondents was determined to be 1.651.

Upon completion of the validity phase, the subsequent stage was conducting a reliability test to evaluate the consistency of the questionnaire instrument. The test employed the Cronbach's alpha technique, necessitating an alpha value exceeding 0.60. Table 1 presents the outcomes of the data validity and reliability assessments.

Table 1. Outcomes of the Questionnaire Data Quality Assessment

Research Variables	Indicator Items	Validity Test	Reliability Test
Job Satisfaction (X1)	X1.1	0,851	0,832
	X1.2	0,823	
	X1.3	0,551	
	X1.4	0,781	
	X1.5	0,839	
Motivation (X2)	X2.1	0,632	0,763
	X2.2	0,732	
	X2.3	0,787	
	X2.4	0,745	
	X2.5	0,689	
Employee Performance (Y)	Y1	0,785	0,745
	Y2	0,753	
	Y3	0,627	
	Y4	0,641	
	Y5	0,715	
Social Support (Z)	Z1	0,363	0,619
	Z2	0,700	
	Z3	0,693	
	Z4	0,588	
	Z5	0,641	
	Z6	0,579	

Source: Data processed by SPSS 27

Table 1 presents the outcomes of data processing about the validity assessment of 21 indicators obtained from the four variables in this study. The analysis indicated that all evaluated indicators were deemed legitimate, as their computed r values surpassed the r table value of 1.651 at a probability threshold of 0.05. Consequently, all indicators that successfully underwent the validity assessment may go to the reliability testing phase.

The reliability test yielded Cronbach's alpha values exceeding 0.60 for each research variable, signifying that the measurement equipment exhibited excellent internal consistency. The job satisfaction variable (X1) yielded a value of 0.832, the motivation variable (X2) 0.763, the employee performance variable 0.745, and the support variable (Z)

0.619. Consequently, this research equipment may be utilized for additional data processing.

Prior to executing the regression analysis utilizing the MRA approach, this study initially assessed multicollinearity by examining the Tolerance and Variance Inflation Factor (VIF) values of the research data.

The multicollinearity test results indicate that the tolerance value for all variables examined in this research exceeded 0.10, and the VIF value produced was less than 10.00. Consequently, this indicates the absence of multicollinearity issues across all variables in this study.

The subsequent results are derived from data processing utilizing multiple linear regression as delineated in Equation 1 and MRA as specified in Equation 2. These results can be mathematically explained as follows:

Y = 18,378 – 0,075 X1 + 0,224 X2 + 1.438 (Equation 1)

Y = 21,718 – 0,501 X1 – 0,379 X2 + 0,017 X1.Z + 0,017 X2.Z (Equation 2)

Equation 1 demonstrates that job happiness exerts a considerable yet adverse influence on employee performance concerning the execution of budget efficiency in Aceh, as evidenced by a probability threshold of 0.048 (<5%). This condition suggests that, despite rising employee job satisfaction, performance tends to deteriorate. While job satisfaction is typically a crucial and favorable determinant of performance, in this instance, the rise in job satisfaction does not correspond with the enhancement of employee performance. This condition may also result from resource limitations, diminished incentives or perks, and heightened work pressure stemming from budgetary restrictions.

The motivation variable demonstrates a favorable and substantial impact on employee performance with the implementation of budget efficiency in Aceh, with a probability level of 0.000 (<5%). This condition suggests that heightened staff motivation is positively associated with enhanced performance, irrespective of the enforcement of budget saving measures. To sustain and enhance employee motivation during the execution of budgetary efficiency, a strategic approach is required that transcends financial incentives and emphasizes non-financial factors that might elevate job passion and productivity.

According to Equation 2 and the analysis conducted with the MRA model, it was determined that job satisfaction and work motivation exert a significant yet negative influence on employee performance regarding budget efficiency implementation in Aceh, with significance levels of 0.024 and 0.049 (<0.05), respectively. This condition suggests that heightened contentment and motivation do not necessarily correlate with improved performance. Constraints on resources and facilities due to efficiency policies impede employees' productivity and optimal performance, despite their satisfaction or motivation in particular areas. Consequently, more focus is required to modify policies to attain a sustainable equilibrium between budget efficiency and staff performance support.

The research findings demonstrate that social support serves as a moderating variable, exerting a significant and positive influence on the relationship between job satisfaction and work motivation concerning employee performance in the context of budget efficiency implementation in Aceh, with probability levels of 0.046 and 0.024 (<0.05). Social support can mitigate adverse effects or hurdles stemming from inadequate resources, thereby enhancing employee job satisfaction and motivation, which in turn positively impacts performance. This condition underscores the significance of social support via environmental and interpersonal roles within the workplace and family, which bolsters the connection between employee psychological factors and work performance, particularly in scenarios of budgetary limitations necessitating adaptation from all organizational components.

This study evaluated the model's capacity to elucidate the relationships among variables, as shown by the correlation coefficient (R) and the coefficient of determination (Adjusted R^2). The correlation coefficient (R) for Equations 1 and 2 was measured as 0.285 and 0.760, respectively. In Equation 1, which employs multiple linear regression, the correlation between the independent and dependent variables is relatively poor. This result suggests that in the first model, independent variables like social support, job happiness, and motivation do not significantly account for their impact on employee performance. In other terms, external factors beyond the model probably exert a significant influence on employee performance. In Equation 2, which employs the Moderated Regression Analysis (MRA) model, the association between the variables is deemed robust as the correlation value exceeds 0.50. Incorporating the moderating element of government budget efficiency elucidates and intensifies the link between the research variables. According to the explanatory capacity of the independent variables in accounting for the variation in the dependent variable, as indicated by the Adjusted R^2 value, Equation 1 yields a value of 0.074, which signifies that approximately 7.4% of the independent variable combinations elucidate their impact on the dependent variable. This modest value signifies that the multiple regression model in Equation 1 offers a constrained elucidation of employee performance. A significant portion of the variability in employee performance is probably affected by extraneous factors, including company culture, work environment, reward systems, and individual personal characteristics. In Equation 2, utilizing the MRA, the Adjusted R^2 value was determined to be 0.571. This number signifies that 57.1% of the interplay between independent variables, moderated by government budget efficiency in this study, can elucidate the heterogeneity in their impact on employee performance. The results indicate that the efficacy of social support is enhanced when government budget efficiency is incorporated into the relational dynamics among the variables.

The data suggest that government budget efficiency serves as a significant moderating element, enhancing the link between job satisfaction and motivation for employee performance. In Aceh, this is pertinent due to the region's significant government budget framework characterized by exceptional autonomy. Consequently, effective budget management can foster a more favorable work environment for both officials and employees in pertinent sectors. Budget efficiency can convey a favorable indication

through the provision of resources, facilities, and programs that enhance employee performance. Consequently, employee work satisfaction and motivation can be more effectively manifested through enhanced performance.

Moreover, research indicates that employees' perceived social support is significantly correlated with their motivation and job happiness. Robust social support, derived from colleagues, supervisors, or the organizational milieu, can furnish emotional and practical assistance to employees. The combination of this element with government budget efficiency significantly enhances its impact on performance. This result can be elucidated via the lens of motivation theory, which posits that individuals exhibit enhanced performance when they perceive psychological and material support. Budget efficiency functions as a crucial mechanism that guarantees the seamless operation of work programs and facilities, whilst social support offers a psychological dimension that fosters a sense of security, recognition, and motivation.

This research demonstrates that job satisfaction significantly impacts employee performance. Job satisfaction among employees correlates with increased engagement, enhanced loyalty, and a propensity to exert additional effort in fulfilling their responsibilities. Nonetheless, job happiness alone is inadequate to ensure good performance. The moderating effect of budget efficiency indicates that job satisfaction will exert a more favorable influence on performance when bolstered by effective budget allocation, such as training, career development, incentives, or enhancements to work facilities and infrastructure.

Work motivation was identified as a significant variable in this study. Motivation is an intrinsic impetus that compels individuals to attain their desired objectives. Research findings demonstrate that employee engagement is more significantly impacted when the government effectively manages its budget. This situation aligns with Herzberg's two-factor theory, wherein motivating elements, such as achievement, recognition, and responsibility, require reinforcement from facilitating conditions, including sufficient resources and suitable budgetary regulations. Budget efficiency enhances employees' opportunities for future development by mitigating impediments associated with restricted resources.

This study underscores the significance of social support, job happiness, and motivation as critical factors that might enhance employee performance. Nevertheless, these three variables will exert a more significant impact when affected by the moderating element of government budget efficiency. This result indicates that government budget management practices influence not just physical development or public programs but also significantly affect organizational behavior and the performance of the human resources involved. Consequently, budget efficiency serves as a conduit linking psychological elements (satisfaction and motivation) to concrete outcomes manifested as enhanced performance.

This research underscores the necessity for alignment between effective government budget management and human resource management strategies that prioritize social support, enhanced job satisfaction, and motivation for practitioners and policymakers. The

government, as the regulator and financial provider, must guarantee that public monies are utilized in alignment with the principles of effectiveness and efficiency. Conversely, businesses and managers must cultivate a conducive work environment to enhance employee productivity. The integration of the two will foster conducive, stimulating work environments and ultimately result in peak employee performance.

The findings of this study enhance theoretical understanding of the influence of social support, satisfaction, and motivation on performance, while also offering practical guidance for local governments and organizations in Aceh to devise budget-efficient policies that promote sustainable enhancements in employee performance.

CONCLUSION

This research demonstrates that, within the framework of the Aceh Government's execution of budget efficiency measures throughout all Aceh Government Work Units (SKPA), job satisfaction and work motivation exert a favorable and significant influence on employee performance in the Aceh Government. In a multiple linear regression model, work satisfaction exhibited a negative impact on employee performance, whereas motivation had a positive contribution. In contrast, the MRA model findings indicated that both factors, job satisfaction and work motivation, exerted adverse effects on employee performance. This discovery reveals a complicated interplay among these variables when considering moderating factors.

This study further substantiates that social support, as a moderating element, considerably and positively enhances the correlation between job satisfaction, motivation, and employee performance. Social support serves as a beneficial moderator, amplifying the effects of job satisfaction and motivation on employee performance, particularly in the context of resource limitations imposed by budget efficiency rules. Consequently, enhancing social dimensions inside the workplace is an essential technique that warrants consideration in initiatives aimed at augmenting employee performance amid the budget efficiency measures instituted by the Aceh Government. This study recommends that future research broaden the range of variables examined to encompass additional aspects that may affect employee performance, especially regarding budget efficiency, including job stress, workload, and leadership quality. Additionally, subsequent research could investigate the influence of other moderating or mediating variables, such as transformational leadership or corporate culture, to gain a deeper understanding of the more complex dynamics.

This research has limitations that must be acknowledged when interpreting the results, specifically the restricted range of variables analyzed, which encompasses only job satisfaction, motivation, and social support, excluding other factors. Additionally, the research sample is confined to ASN employees within the SKPA context. This condition constrains the applicability of the research findings to different geographic or bureaucratic situations. The application of quantitative methodologies in MRA yields a statistically robust analysis; nevertheless, it falls short in qualitative richness when examining the

significance and context of employee perspectives on the execution of budget efficiency in Aceh. While social support functions as a moderator affecting employee performance, the specifics about the type and method of social support remain inadequately examined. Consequently, further comprehensive investigations are required in the future, constrained by limited data collection periods that do not account for long-term dynamics due to budgetary efficiency strategies. Consequently, a longitudinal study is advised to yield a more thorough and precise understanding.

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