

How To Improve Employee Performance At The Forest Service

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Abstract: The purpose of this study was to determine the effect of job satisfaction, organizational support, and motivation on employee performance in the Jember Regional Forestry Branch Office. The total population of this study was 95, which was also used as a sample in the study. The analysis technique used is the Structural Equation Model (SEM) using WarpPLS 5.0. The results of data analysis show that job satisfaction variables significantly influence work motivation, organizational support has no significant effect on work motivation, job satisfaction has a significant effect on employee performance, organizational support has a significant effect on employee performance, work motivation has a significant effect on employee performance.

Index Terms: job satisfaction, organizational support, work motivation, and employee performance

1. INTRODUCTION

Human resources are important assets and play a role as the main driving factor in the implementation of all activities or activities of the agency, so it must be managed properly through Human Resource Management (HRM). Human resource management is an effort in processing to obtain, train, assess, and compensate employees and to take care of labor relations, health, and safety, as well as matters relating to justice [1]. Human resource management is the utilization, development, assessment, remuneration, and management of individual members of an organization or group of workers [2]. In order for an organization to run as expected, it is necessary to pay attention to the performance of its employees. Performance is defined as the willingness of a person or group of people to carry out an activity and perfect it according to their responsibilities with the results as expected [3]. Performance can be seen as a process or result of work. Performance is a process of how the work takes place to achieve work results. However, the results of the work itself also show performance [4]. Many factors can improve employee performance in an organization or institution. Factors that can improve employee performance include job satisfaction, organizational support / organizational commitment, and work motivation. Job satisfaction is a feeling of an employee is doing work [1]. A general attitude towards one's work that shows the difference between the number of awards received by workers and the amount they believe they should receive [5]. Someone can be relatively satisfied with one aspect of work and not satisfied with one or more other aspects [6]. Between job satisfaction and employee performance are interconnected. Employees who are satisfied with their work then they will do the tasks that are ordered properly so that all work can be completed as planned. Research on the relationship between performance and job satisfaction of an employee has been done a lot. Research [7], [8], [9], [10], [11], [12], [13], [14] is a study conducted by linking satisfaction with employee performance.

In addition to job satisfaction, the next factor that can also improve employee performance is organizational support. Organizational support is one form of commitment from the organization to support efforts that can improve employee performance [1]. Strong Organizational Support can also improve employee performance because of the positive effect of organizational support on employees supporting employee attitudes at work. This organizational support needs to be carried out by organizations or institutions both government and private so that it can improve employee performance. Thus the relationship between organizational support and employee performance is very close. Research [15], [16], [17], [18], [19], [20], [21], conducting research that links organizational support with employee performance. Increased employee performance is also inseparable from work motivation. Motivation means encouragement or giving a driving force that creates the excitement of one's work so that someone wants to work together, work effectively, and be integrated with all their efforts to achieve optimal performance [22]. Work motivation is a condition or energy that moves employees to be directed or directed to achieve the goals of the organization of the company. The mental attitude of employees who are pro and positive towards work situations is what strengthens their work motivation to achieve maximum performance [23]. Employee motivation needs to be improved in order to improve performance. Employees who is motivated to work harder then all the work will be done on time. Research on the relationship between motivation and performance has been widely carried out, including [24], [25], [26], [27], [28], [29], [30], [31], [32], [33], [34], [35], [36], [37], [38], [39], [40], [41], [42], [20], [43]. The object of research chosen was the Jember Regional Forestry Service Branch. Forests are natural resources that must be managed/arranged in a planned and measured manner. Forest resource management planning needs to be done very professionally so that forests are able to provide more equitable benefits for human life and the environment. The existence of forest area in East Java, until now, has not been able to reach the minimum forest area stipulation as mandated in Law Number 41 of 1999 concerning Forestry, which is 30% of the land area. Until now, the total forest area in East Java is still around + 1,361,146 Ha or + 28.38% of the total area of East Java Province, while the forest area for the Jember Regional Forestry Service Branch covering Jember Regency and Bondowoso Regency It is around + 190,556, 29 hectares. To be able to achieve the function of the area of forest in question, it requires efforts to manage, protect, and protect the

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forest more intensively as well as solid and synergic planning. Through this strategic plan, it is hoped that East Java forestry development goals and targets will be more specific, measurable, acceptable, realistic, time-bound (SMART), consistent with the vision and mission of the selected regional head while taking into account and considering forestry development goals, objectives regional and national, regional timeframes and capabilities so that understanding can be built from all stakeholders for the development of East Java that is more productive, efficient and effective, equitable, and sustainable. The Purpose of Compiling Changes in the OPD Strategic Plan of the East Java Provincial Forestry Office in 2019-2024 is an effort to translate the Changes in the East Java RPJMD in 2019-2024 into a more detailed plan and in accordance with medium-term planning at the OPD level. The aim is to make this planning document as a reference for Officials and State Civil Servants (ASN) in charge of forestry in East Java (both ASN Ministry of Environment and Forestry in East Java, Perum Perhutani Regional Division of East Java Regional) and possibly other forestry stakeholders in management activities forests in East Java as well as a system of control and evaluation of the implementation of forestry development activities over the next two years (2020-2021) based on the indicator targets set out therein. The regional autonomy government system requires regions to have independence in regulating their regions according to regional authority as stated in Law No. 32 of 2004 article 10 paragraph (1) which states that regional governments exercise the widest possible autonomy to regulate and manage their own regional government affairs based on the principle of autonomy and co-administration. The district forestry service as a new implementer in the forestry sector has an important role in the utilization and management of forests in the district. One of the functions of the District Forestry Office in forest management is the coordinating function. Forest resources produce many benefits (multi functions), ranging from the most easily recognized benefits such as wood and non-wood to its function as life support. As a result, forest utilization involves many parties where the use of one party will affect the other party. Management of forest resources is not only limited to taking wood from the forest, but it involves social activities,

agriculture, fisheries, plantations, mining, and no less important safety factors. Coordination and counseling are carried out because the management of forest resources involves many parties, including the Department of Agriculture, the Department of Agriculture, the Office of Cooperatives, BPPMD, Kesbanglinmas, and the Department of Industry. Coordination and counseling are expected to unite the objectives and direct activities in the management of forest resources so that in their implementation they maintain the sustainability of the forest. The current coordination between the Forestry Service and other relevant agencies in Bondowoso and Jember districts is very limited in providing technical recommendations by other relevant agencies and forming an integrated team that can meet certain needs at the time. Almost all activities in the field of forestry that should be coordinated with other agencies are carried out by the Forestry Service itself. This turned out to be closely related to problems that occurred within the Forestry Service itself. The planned program or activity exceeds the capacity of the Forest Service and the capacity of the region, both in terms of funding and implementation capacity. Program or activity planning should be adjusted to budget estimates that can be supported by the allocation of funds, both from the district or special funds from the center and the capacity of the Forestry Service to implement them. Planning activities beyond ability will result in the achievement of reported goals to be low or even not carried out at all. Achieving low goals due to over-planning is also caused by low motivation and participation. Based on the main tasks and functions as well as the aims and objectives of the Jember Regional Forestry Branch, there are strategic issues that are displayed in table 1. In 2016 the number of licensed timber forest product primary industries by 46 companies increased by 6 units or 11.5% from the year 2017. In 2018 the number of licensed wood forest primary industry as many as 56 units increased by 4 units or 7% from 2017. This shows that the increase in IPHHK was not so significant. Only ranges from 7-11.5%. From the explanation in table 1. then the area of community forest development over the past 3 years has decreased significantly from the predetermined target. Only in 2016 has exceeded the specified target.

Table 1. Performance Achievement of Jember Regional Forestry Service Branch in 2016-2018

No	Performance Indicator	Unit	Target	Year			Add.
				2016	2017	2018	
1.	Percentage of increase in licensed IPHHK (%)	%	100 %	46	52	56	
2.	Extensive area of community forest development (Ha)	Ha	100.000	108.067,48	52.864,65	57.088,53	
3.	Percentage of forest fires (Ha)	Ha	0	1.013,90	1.907,22	6.967,70	
4.	Total area of forest conserved (Ha)	Ha	50.000	46.440,45	49.700,10	51.215,02	

Based on the description of the theory and exposure to the problem of performance phenomena that are strategic issues that exist in the Jember Regional Forestry Service Branch covering Jember Regency and Bondowoso Regency, the research question that arises is how to improve the performance of Jember Regional Forestry Service employees based on job satisfaction, organizational support and work motivation.

2 LITERATURE REVIEW

Job satisfaction

Job satisfaction is a general attitude towards one's work that shows the difference between the number of awards received by workers and the amount they believe they should receive [5]. Job satisfaction is an affective or emotional response to

various aspects or aspects of one's work so that job satisfaction is not a single concept. Someone can be relatively satisfied with one aspect of work and not satisfied with one or more other aspects [44]. Job Satisfaction is a (positive) attitude towards the workforce, arising from an assessment of the work situation. The assessment can be done on one of the work, the assessment is done as a sense of respect in achieving one of the important values in the work. Satisfied employees prefer to work situations rather than dislike them. Feelings related to job satisfaction and dissatisfaction tend to reflect the assessment of the workforce about work experiences in the past and present rather than expectations for the future. So it can be concluded that there are two important elements of job satisfaction, namely work values and basic needs [2].

Organizational Support

Perceptions of organizational support refer to employees' perceptions of the extent to which organizations value contributions, provide support, and care for their well-being [45]. If the employee considers that the organizational support he receives is high, then the employee will integrate membership as a member of the organization into their identity and then develop a more positive relationship and perception of the organization. By combining membership in an organization with employee identity, the employee feels part of the organization and feels responsible for contributing and giving the best performance to the organization [45]. Perception of organizational support is also considered a global belief formed by each employee regarding their assessment of the organization's policies and procedures. These beliefs are formed based on their experience of the organization's policies and procedures, the receipt of resources, interactions with its agency agents, and their perceptions of the organization's concern for their well-being. 11 From various organizations found that employees who feel they have the support of the organization will have a sense of meaningfulness in the employee. This is what will increase the commitment to employees. This commitment will ultimately encourage employees to try to help the organization achieve its goals, and increase expectations that work performance will be noticed and valued by the organization [45].

Work motivation

Work motivation is something that raises morale or work motivation [46]. Motivation comes from the Latin word movere which means encouragement or giving a driving force that creates the excitement of one's work so that someone wants to work together, work effectively, and be integrated with all their efforts to achieve satisfaction. Work motivation is a condition or energy that moves employees to be directed or directed to achieve the goals of the organization of the company. The mental attitude of employees who are pro and positive towards work situations is what strengthens their work motivation to achieve maximum performance [47]. Work motivation as a willingness to spend a high level of effort towards organizational goals, which is conditioned by the ability of these efforts to meet an individual's needs. Work motivation is a person's attitude towards his work to bring

satisfaction to his performance. The theory developed by Herzberg is known as the theory of two factors, namely motivational factors and hygiene or maintenance factors. Motivational factors are drives for achievement that are intrinsic, which means that they originate from within a person, while hygiene or maintenance factors are extrinsic factors, which means that they originate from outside oneself [5].

Employee Performance

Performance is the rate at which employees reach work requirements efficiently and effectively [48]. Employee performance is a work performance, which is a comparison between work results that can be seen clearly with work standards set by the organization. Performance is a result achieved by employees in their work according to certain criteria that apply to a job [5]. Performance is the result of work both in quality and quantity achieved by an employee in carrying out tasks following the responsibilities given to him [49]. Performance is defined as the willingness of a person or group of people to carry out an activity, and perfect it according to their responsibilities with the results as expected[50].

3 METHODOLOGY

The research design is the overall design of a research plan that will be carried out and will be used as a guide in conducting research. The research method is a scientific way to obtain valid data with the aim that it can be found, proven and developed knowledge so that in turn it can be used to understand, solve and identify problems [51]. Research variables are anything in the form of what is determined by researchers to be studied to obtain information about it, then conclude[52]. The independent variable in this study is the variable; job satisfaction and organizational support. The intervening variable is work motivation and the dependent variable is employee performance. The population in this study were all employees of Jember Regional Forestry Branch Office Jl. Bandeng No.37 - Hamlet Check - Sukorambi - Jember totaling 34 employees. The sampling method uses saturated sampling (census) techniques. The census technique is the technique of determining the sample if all members of the population are used as samples. This is done because the population is relatively small, less than 100 people, then all populations in this study were sampled as many as 34 people. The data analysis technique used is Partial Least Square (PLS). Partial Least Square is a multivariate statistical technique that can handle multiple response / dependent / dependent variables and explanatory variables at once. This analysis is a good alternative to the method of multiple regression analysis and principal component regression, because this method is more robust or invulnerable. Robust means that the parameters of the model do not change much when new samples are taken from the total population[53].

4 RESEARCH RESULTS AND DISCUSSION

The results of this study are divided into two namely descriptive statistics and inductive statistics.

Characteristics of Respondents by Gender

Jember Regional Forest Service Branch employees who were respondents in this study can be broken down by gender as in table 2.

Table 2. Characteristics of Respondents by Gender

Gender	Respondents	Percentage
Man	21	61,76%
Woman	13	38,24%
Total	34	100%

Characteristics of Respondents by Age

Jember Regional Forest Service Branch employees who were respondents in this study can be broken down by Age as in table 3.

Table 3. Characteristics of Respondents by Age

Age	Respondents	Percentage
20 - 30 years	9	26,47%
31 - 40 years	11	32,35%
41 - 50 years	8	23,53%
51 - 60 years	6	17,65%
Total	34	100%

Characteristics of Respondents Based on Years of Service

Jember Regional Forest Service Branch Employees who were respondents in this study can be detailed based on years of service as in table 4.

Table 4. Characteristics of Respondents Based on Years of Service

Years of service	Respondents	Percentage
0 - 10 tahun	10	29,41%
11 - 20 tahun	14	41,18%
21 - 30 tahun	8	23,53%
31 - 40 tahun	2	5,88%
Total	34	100.00

Outer Model Evaluation

Validity Test

This validity test shows the suitability of each indicator with the theories used to define a construct [53]. The validation test criteria are using the loadings factor with a value of more than 0.50 and the average variance extracted (AVE) with a value exceeding 0.50 for the convergent validity test and the discriminant validity test using the root comparison of AVE with correlation between variables. The construct AVE value should be higher than the correlation between latent variables. The results of WarpPLS 6.0 are in table 5. The calculation results of WarpPLS 6.0 in table 5 show that each value on the cross-loadings factor has reached a value above 0.7 with a p value below 0.001. Thus the convergent validity test criteria have been met. In table 6. information can be obtained that

the root value of AVE of the same variable has been higher than the value of root of AVE in different variables. This shows that the discriminant validity test criteria have been met. Thus the instrument used in this study had fulfilled all the validity test provisions.

Reliability Test

Reliability testing is carried out with the aim of ensuring the research instruments used can provide consistent measurement of concepts without bias. The results of WarpPLS 6.0 data processing are shown in table 7. The basis used in the reliability test is the value of Composite reliability coefficients and Cronbach's alpha coefficients above 0.5. The results in table 7 show that the questionnaire instrument in this study had fulfilled the reliability test requirements.

Table 5. Combined Loadings And Cross-Loadings

	X1	X2	Z	Y	Type (a)	SE	P value
X1.1	0.785	-0.171	-0.220	0.473	Reflect	0.119	<0.001
X1.2	0.713	0.314	0.174	-0.162	Reflect	0.148	<0.001
X1.3	0.845	-0.225	-0.138	-0.170	Reflect	0.116	<0.001
X1.4	0.701	0.554	0.147	-0.294	Reflect	0.149	<0.001
X1.5	0.762	0.224	0.728	-0.336	Reflect	0.152	<0.001
X2.1	-0.163	0.738	-0.233	0.433	Reflect	0.122	<0.001
X2.2	0.088	0.870	0.138	-0.149	Reflect	0.114	<0.001

X2.3	0.755	0.762	0.263	0.485	Reflect	0.167	<0.001
X2.4	0.313	0.729	0.094	-0.054	Reflect	0.147	<0.001
X2.5	0.030	0.759	-0.011	0.310	Reflect	0.138	<0.001
Z1.1	-0.172	0.324	0.718	-0.390	Reflect	0.135	<0.001
Z1.2	0.203	-0.224	0.778	-0.466	Reflect	0.131	<0.001
Z1.3	-0.040	0.067	0.760	0.055	Reflect	0.120	<0.001
Z1.4	-0.544	0.059	0.747	0.744	Reflect	0.146	<0.001
Z1.5	0.233	-0.135	0.819	0.510	Reflect	0.117	<0.001
Y1.1	-0.227	0.063	0.143	0.709	Reflect	0.123	<0.001
Y1.2	0.419	-0.081	0.054	0.802	Reflect	0.118	<0.001
Y1.3	-0.064	0.016	-0.553	0.795	Reflect	0.124	<0.001
Y1.4	-0.274	0.003	0.527	0.772	Reflect	0.138	<0.001
Y1.5	-0.008	0.098	-0.115	0.879	Reflect	0.165	<0.001

Table 6. Comparison of Roots of AVE With Correlations Between Variables

	X1	X2	Z	Y
X1	0,7612	0,1392	0,1382	-0,0978
X2	0,2046	0,7716	0,0502	0,205
Z	-0,064	0,0182	0,7644	0,0906
Y	-0,0308	0,0198	0,0112	0,7914

Table 7. Reliability Tests

Variable	Composite reliability	Cronbach's alpha
Satisfaction	0.748	0.606
Organizational Support	0.773	0.673
Motivation	0.751	0.628
Performance	0.707	0.684

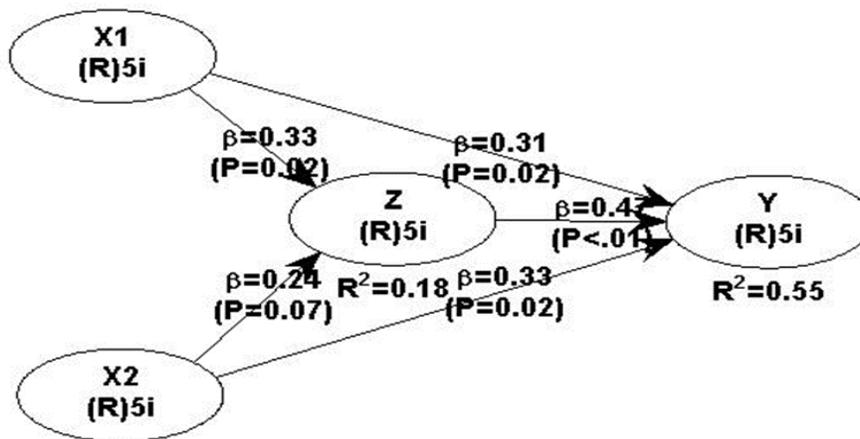


Figure 1. Path Analysis Results

Table 8. Coefficient Value of Direct Influence Pathway

No.	Independent Variable	Dependent Variable	Path Coefficient	p-value	Information
1.	X1	Z	0,326	0,017	Significant
2.	X2	Z	0,238	0,065	Significant
3.	X1	Y	0,314	0,021	Significant
4.	X2	Y	0,328	0,016	Significant
5.	Z	Y	0,469	0,001	Significant

Table 9. Test Research Models

Information	Value	Ideal
Average path coefficient (APC)	P 0.007	<= 0,05
Average R-squared (ARS)	P 0.004	<= 0,05
Average adjusted R-squared (AARS)	P 0.010	<= 0,05
Average block VIF (AVIF)	1,042	<= 3,3
Average full collinearity VIF (AFVIF)	1,369	<= 3,3
Tenenhaus GoF (GoF)	0.369	besar
Sympson's paradox ratio (SPR)	1	1
R-squared contribution ratio (RSCR)	1	1
Statistical suppression ratio (SSR)	1	>= 0,7
Nonlinear bivariate causality direction ratio (NLBCDR)	0,800	>= 0,7

Inner Model Evaluation

Hypothesis testing is based on the results of the analysis of the PLS SEM model that contains all the variables supporting the hypothesis test. The PLS model with the addition of work motivation as a mediating variable explains that the addition of the variable will make an additional contribution as an explanation of employee performance.

Calculation of Direct Effect Pathway Coefficients

In this section, describe each path in the model section using path analysis. Each track tested shows direct and indirect effects of job satisfaction (X1) and organizational support (X2) on work motivation (Z) and employee performance (Y) of the Jember Regional Forestry Service Branch. By knowing the significance of each pathway, the answer will be whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this study. The path coefficient values can be seen in table 8.

Structural Model Testing

The research model test was conducted to see the suitability of the model built in the study. A good research model will be able to describe the suitability of the relationship between variables in the study. The use of WarpPLS 6.0 has provided calculation results that indicate the criteria used to assess whether the model is appropriate. Based on table 9 it can be seen that each value in the study has fulfilled the ideal criteria. APC, ARS, and AVIF values that meet the ideal criteria indicate that the overall model of this study is good. Model compatibility can also be calculated using a goodness of fit index. The goodness of fit index (GoF) is defined as the geometric mean or root of the average communality and the average R2 for all endogenous constructs. The GoF index shows the predictive power of the overall model. GoF values have intervals between 0 and 1. GoF values close to 1

indicate a good estimation of the path model. The GoF index for this research model is 0.369. Thus, the structural model that explains the relationship between the four variables has good predictive power. Structural model test results can be seen in R-square (R2) in each endogenous construct, path coefficient, t value and p value for each path relationship between constructs. The path coefficient and t value for each path will be explained in the sub-discussion of the results of hypothesis testing. The value of R2 is used to measure the level of variation in endogenous variables which are explained by a number of influencing variables. The higher the value of R2 means the better the prediction model from the proposed model. In general, the coefficient of determination is classified as low if it is 0.20, while the results of this model both coefficients are more than 0.20. So based on these results the suitability of the model is quite good. Calculating model compatibility can be done with the following formula: Total determination coefficient: $R_m^2 = 1 - P_{e1}^2 - P_{e2}^2$

$$\begin{aligned} R_m^2 &= 1 - (0.729)^2 - [(0.606)]^2 \\ &= 1 - (0.531 \cdot 0.367) \\ &= 1 - 0.195 \\ &= 0.805 \end{aligned}$$

The calculation results show that the inner Rm2 value of the model is 0.805, which means this research model has a high model compatibility. The accuracy of the model of 80.5% explains that the contribution of the model to explain the structural relationship of the four variables studied was equal to 80.5% and the rest is explained by other variables not involved in the model.

DISCUSSION

Effect of Job Satisfaction on Employee Performance

Based on the results of testing the variable job satisfaction on employee performance obtained a coefficient value of 0.314

with p-value of 0.021. Because the value of p-value is smaller than α ($0.021 < 0.05$), H_0 is rejected, thus there is a significant effect of job satisfaction on employee performance. This means that job satisfaction has a significant effect on the performance of employees of the Jember Regional Forestry Branch Office, which is proven to be true or H_3 is accepted. Employees who are satisfied then they will work wholeheartedly so that the work that is charged will also be completed in accordance with the specified time [1]. Thus it can be concluded that the level of employee satisfaction will affect performance. If job satisfaction is achieved, employee performance will be high, and vice versa

The Effect of Organizational Support on Employee Performance

Based on the results of testing the organizational support variable on employee performance obtained a coefficient value of 0.328 with p-value of 0.016. Because the value of p-value is smaller than α ($0.016 < 0.05$), H_0 is rejected, thus there is a significant influence of organizational support on employee performance. Based on the fourth hypothesis, organizational support affects employee performance. This means that organizational support has a significant effect on the performance of employees of the Jember Regional Forestry Branch Office, as evidenced by the fact that H_4 is accepted. According to [45], although organizations value contributions and care for employee welfare is important, organizations must continue to pay attention that employees will continue to combine the real support shown by organizations with the individual perceptions they have. Employees believe that the organization has goals and orientations, both positive and negative, that will ultimately influence performance improvement.

Effect of Work Motivation on Employee Performance

Based on the test results of work motivation variables on employee performance, the coefficient value is 0.469 with p-value of 0.001. Because the value of p-value is smaller than α ($0.001 < 0.05$), H_0 is rejected, thus there is a significant influence of work motivation on employee performance. This means that work motivation has a significant effect on the performance of employees of the Jember Regional Forestry Branch Office, as proven by the truth or H_5 is accepted. The factors that influence the performance of the success factors and the motivational factors [49]. The theory that assumes the overriding motivation of the theorists. This theory has a concept that is just the same as what will be expected by me. Intention to work towards the goal of providing a major source of motivation for work [5].

4 CONCLUSIONS

The test results prove job satisfaction, positive and significant effect on the performance of Jember Regional Forestry Office employees. The test results prove organizational support, a positive and significant effect on the performance of Jember Regional Forestry Office employees. The test results prove work motivation, positive and significant effect on the performance of Jember Regional Forestry Office employees. From the results of the discussion, by looking at the background of the research, justification of the theory and research methods, it can be conveyed some limitations of this study are: the lack of understanding of the respondents to the questions in the questionnaire as well as the attitude of

concern and seriousness in answering all the questions that become constraints in this study. This is recognized by the researcher as a limitation due to the researcher not using in-depth interviews with all respondents in this study. This study uses a data collection method in the form of a questionnaire with an interval scale in the form of a rating as a measurement scale. The Likert scale used in this study was 5, which is strongly agree, agree, neutral, disagree, and strongly disagree. The tendency of questionnaires to use an odd scale is that respondents who do not understand the question or statement of the questionnaire will tend to give neutral answers. The subjectivity problems of the respondents can result in the results of this study being vulnerable to the bias of respondents' answers. This is realized by researchers is a limitation in research that uses primary data. The suggestions that can be given based on the results of the study are as follows: referring to the conclusions stating that job satisfaction has a positive and significant influence on work motivation and employee performance, the Jember Regional Forestry Service Branch should increase attention to aspects of employee satisfaction in work. Organizational support has an uninformed influence on the work motivation of Jember Regional Forestry Office employees. This needs reflections from both superiors and policy makers to continue evaluating the forms of support needed by employees to increase work motivation so that it impacts on employee performance. For future research it is recommended to consider other factors that also influence work motivation and employee performance such as leadership, work environment and work discipline. Future research can also broaden research orientation to the scope of larger organizations or larger populations.

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