

Original Research

Employee Performance in Terms of Motivation and Job Satisfaction

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Abstract

Technological developments and globalization drive transformation in businesses and companies, requiring motivated employees to deal with change. Motivation is the key to driving human resources in the organization. Employees have various goals, which affect their motivation. Self-determination theory explains three psychological needs that influence motivation: autonomy, competence, and good social relations. This study investigates the effect of work motivation on job satisfaction and employee performance at PT Adi Putra. Data were analyzed using statistical analysis. The results showed that there is a positive and significant effect of work motivation on employee job satisfaction, as well as work motivation on employee performance. Job satisfaction also has a positive and significant effect on employee performance. The results show that job satisfaction acts as a mediator between work motivation and employee performance. In conclusion, work motivation has a positive impact on job satisfaction and employee performance at PT Adi Putra. Job satisfaction has an important role in linking work motivation with employee performance. Therefore, it is suggested that companies pay attention to the factors of work motivation and job satisfaction of employees to improve their performance.

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INTRODUCTIONS

Employees are part of the company's assets and make an important contribution to good company performance and competitiveness. The results of an employee's work can be seen in quality, working hours, quantity and cooperation, in order to achieve the goals set. Employee work results can be seen from the aspects of quality, quantity, working hours, and cooperation. the performance of its employees determines success in the operations and progress of a company. Performance is the result and work behavior of employees over a certain period of time (Kasmir, 2016: 182). Performance is the result of the effort that employees achieve when they have carried out the specified work (Mangkunegaran, 2018: 67).

Likewise with PT. ADI PUTRA is engaged in the contracting and supply sector which includes electrical and mechanical works (electrical, plumbing and telecommunications). PT. ADI PUTRA has experience in carrying out the following works: construction and generation of PLN power grids, construction and assembly as well as procurement of substations and mobiles, procurement and installation of power cables. From several customer reviews PT. ADI PUTRA stated that the results of the employee's performance were very good and good, as can be seen from the work that had been done on the

installation of the substation at PLN, it was still installed and functioning properly, the same thing happened with the installation of lighting at I Gusti Ngurah Rai International Airport, the condition of the facility was still functioning and well maintained. Good employee performance can give a good impression to customers who use the services of this company.

The performance of employees can be influenced by job satisfaction. job satisfaction is the attitude of employees towards their work, which involves the work environment, rewards received at work, cooperation between employees, and matters related to physical and mental factors (Savitri and Komalasari, 2021). It is also said that job satisfaction is the god of the emotional attitude of employees who love their work. Employee job satisfaction must be maximized to increase employee discipline, dedication, and morale (Prayogo et al., 2019). A company can influence job satisfaction, so the company will get many benefits such as work can be completed quickly, reduce damage, reduce absenteeism, reduce employee turnover, increase work productivity can be increased (Nitisemito, 2019).

As happened in the company PT.ADI PUTRA, this company has prioritized job satisfaction, this is evident from the employees being satisfied with the income earned in their work and also there were no complaints resulting in them working well at the

company. Creating employee job satisfaction is not an easy task because it can be adapted and well accepted by all employees in the organization/company, organizational performance depends on individual performance or other aspects, to create job satisfaction. Individual performance will contribute to organizational performance.

Motivation is an internal human drive to carry out certain activities or jobs. However, this type of motivation is divided into two types, namely motivation from within oneself and motivation from outside the individual itself (Komalasari, 2022). Work motivation is everything that arises from a person's desires, by arousing passion and desire in a person, behavior can be influenced, directed and maintained to achieve goals or desires that are in line with the scope of work (Priyadi et al, 2023). Work motivation must be based on good manners or manners, because encouragement of work motivation is based on existential principles and wrong reasons can cause personal and organizational harm.

Work motivation itself has benefits and goals, namely it can increase morale, satisfaction, stability, productivity, discipline, loyalty, creativity and employee participation (Malay 2015: 146). The work motivation of employees of PT. ADI PUTRA, namely there are several departments where the internal motivation received by employees such

only when influencing factors such as work environment, compensation, motivation as the tasks and responsibilities given are in sync with the part they have, which causes an increase in the feeling of liking to do a job can also be seen from the amount of compensation received for each employee who works. The amount of compensation received by employees of PT. ADI PUTRA receives financial compensation in the form of a salary of varying amounts according to his position and the performance of each employee. In addition, employees are also considered from a non-financial perspective in the form of flexible working hours so that the working human resources feel satisfied and motivate themselves to work optimally without being burdened.

HR is the driving force behind the activity process and the success of an organization depends on the existence of HR. Making HR or employees in an organization an important focus in efforts to achieve organizational success. In essence, HR is one of the assets that has an important role for the success of a company or institution. Humans are the drivers and determinants of organizational or institutional processes. Because of the importance of the human factor in carrying out work, it is necessary to get the attention of the leadership. Employees are an important factor in every organization to achieve organizational or company goals effectively and efficiently.

An organization not only expects employees who are capable, competent, skilled, but most importantly they want manage their resources, especially human resources (Komalasari et al, 2022). Companies must be able to compete with various other companies

to work hard and want to achieve maximum results from their work. Therefore companies must be able to by having advantages derived from productive, innovative and passionate employees.

METHODS

This research is descriptive quantitative in nature and data was collected through a questionnaire, using weights and value scales. This research was conducted at PT ADI PUTRA with a sample of 41 employees. Data - data

collected through observation, documentation, interviews and questionnaires . This study uses a variance based or component based approach with partial least squares (PLS) to test the hypothesis and produce a feasible model

RESULTS

1) Structural Model Test (Inner Model)

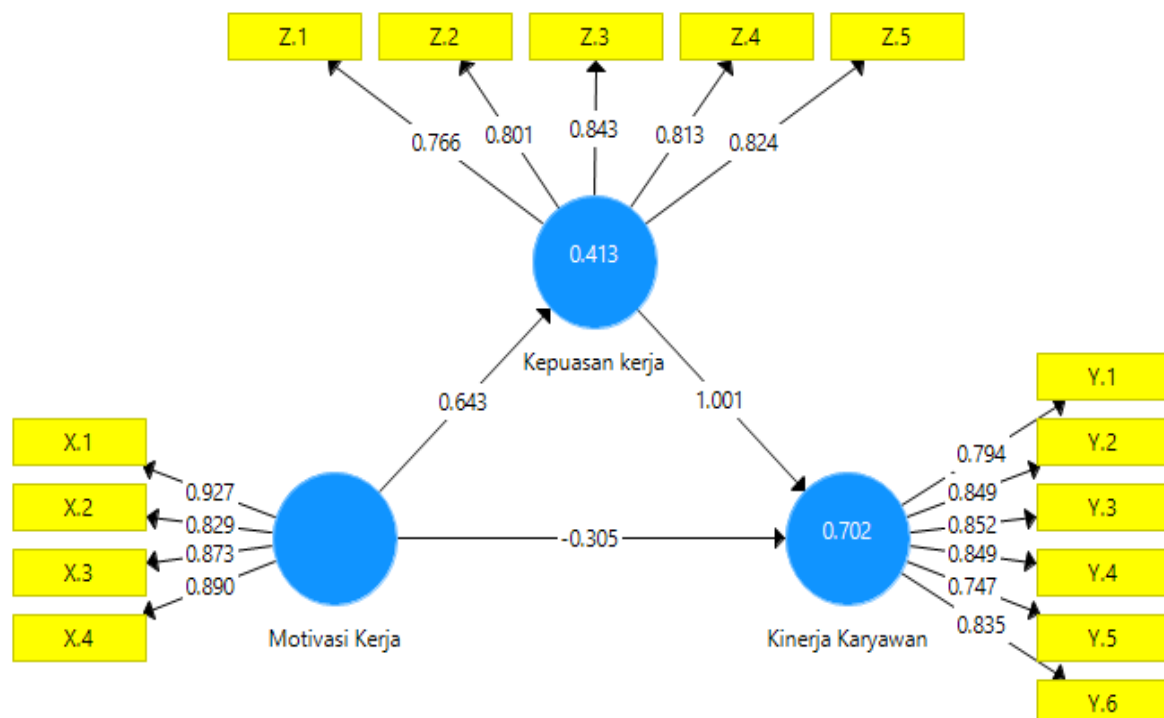


Figure 1. Inner Research Model Construct

Based on the table and figure it is known that the R-Square for the variable Job Satisfaction (Z) is 0.413 which shows that 41.30% of the variable Job Satisfaction (Z) can be explained by the independent variable, namely Work Motivation (X). While the remaining 58.70% is formed, influenced, or explained by other variables outside of this study. In addition, the R-Square value for

the Employee Performance variable (Y) is 0.702 which shows that 70.20% of the Employee Performance variable (Y) can be explained or formed by the independent variables, namely Work Motivation (X) and Job Satisfaction (Z). While the remaining 29.80% is formed, influenced, or explained by other variables outside of this study.

2) Path Analysis

Table 1. Influence Coefficient

No.	Predictor Variables	Response Variable
Direct Influence		
1	X -> Z	0.643
2	X -> Y	0.305
3	Z -> Y	1,001
Indirect Influence		
4	X -> Z -> Y	0.643

Source: Appendix 7

The coefficient of influence of the Work Motivation variable (X) on the Job Satisfaction variable (Z) is 0.643. The presence of a positive sign on the influence coefficient means that the influence exerted by work motivation is in the same direction as monkey satisfaction. This shows that an increase in Work Motivation (X) of 1 unit will trigger an increase in Job Satisfaction (Z) of 0.643 units. Conversely, if Work Motivation (X) decreases by 1 unit, it will trigger a decrease in Job

Satisfaction (Z) by 0.643 units.

The coefficient of influence of the Work Motivation variable (X) on the Employee Performance variable (Y) is 0.305. With a positive sign on the coefficient of influence, it shows that work motivation has a relationship in line with employee performance. That is, an increase in Work Motivation (X) of 1 unit will result in an increase in Employee Performance (Y) of 0.305 units. Conversely, if Work Motivation (X) decreases by 1 unit, it will have an

impact on decreasing Employee Performance (Y) by 0.305 units.

The coefficient of influence of the Job Satisfaction variable (Z) on the Employee Performance variable (Y) is 1.001. The existence of a positive sign on the coefficient of influence means that the influence given by job satisfaction is in the same direction as employee performance. This shows that an increase in Job Satisfaction (Z) of 1 unit will trigger an increase in Employee Performance (Y) of 1.001 units. Conversely, if Job Satisfaction (Z) decreases by 1 unit, it will trigger a decrease in Employee

Performance (Y) by 1.001 units.

The coefficient of indirect effect of the Work Motivation variable (X) on the Employee Performance variable (Y) through Job Satisfaction (Z) is 0.643. This value is greater than the coefficient of direct influence between Work Motivation (X) on Employee Performance (Y), which is -0.305. Thus it can be said that the variable Job Satisfaction (Z) is able to mediate the relationship between the variable Work Motivation (X) and the variable Employee Performance (Y).

3) Hypothesis testing

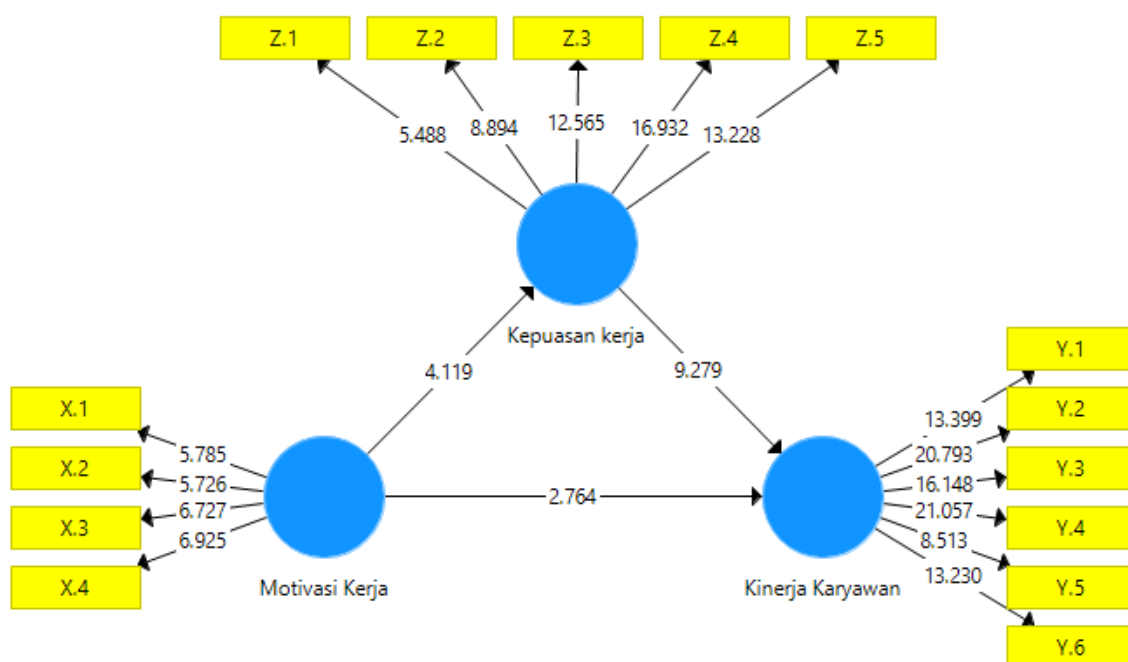


Figure 2. Research Hypothesis Construct

Information:

1. In the first hypothesis which states "Work Motivation has a significant effect on Job Satisfaction" obtained a T-Statistic of 4.119 or greater than the T-Table of 2.02269 ($4.119 > 2.02269$). In addition, the P-value obtained is 0.000 or less than 0.05. Thus the hypothesis is declared acceptable, and the conclusion obtained is that Work Motivation (X) has a significant influence on Job Satisfaction (Z).
2. In the second hypothesis which states "Work Motivation has a significant effect on Employee Performance" a T-Statistic of 2.764 is obtained or greater than the T-Table of 2.02269 ($2.764 > 2.02269$). In addition, the P-value obtained is 0.006 or less than 0.05. Thus the hypothesis is stated to be acceptable, and the conclusion obtained is that Work Motivation (X) has a significant influence on Employee Performance (Y).
3. In the third hypothesis which states "Job Satisfaction has a

significant effect on Employee Performance" a T-Statistic of 9.279 is obtained or greater than the T-Table of 2.02269 ($9.279 > 2.02269$). In addition, the P-value obtained is 0.000 or less than 0.05. Thus the hypothesis is declared acceptable, and the conclusion obtained is that Job Satisfaction (Z) has a significant influence on Employee Performance (Y).

Based on the test results of the T-statistics and P-value presented in the table, it is known that the effect of the variable Work Motivation (X) on Employee Performance (Y) through Job Satisfaction (Z) obtained a T-statistic of 3.268 with a positive sign or greater than t-table 2.02269 ($3.268 > 2.02269$). In addition, the P-value obtained was 0.001 or lower than the significant level set in the study, namely 0.05. This confirms that the research hypothesis states "Job Satisfaction has mediated the influence of work motivation on employee performance." provable. In a sense, if the research sample, namely 41 employees of PT Adi Putra, has high work motivation, then the perceived job satisfaction will also be higher, and this will trigger better employee performance as well.

DISCUSSION

Effect of Work Motivation on Job Satisfaction

In this study it can be seen that work motivation has a significant influence on job satisfaction of employees of PT Adi Putra. This is shown from the T-statistic

value of 4.119 or greater than the T-Table of 2.02269 ($4.119 > 2.02269$). The existence of a positive sign in the T-statistic shows that the direction of influence of the work motivation variable is in the same direction as the job satisfaction of employees of PT Adi Putra. In addition, it is known that the p-value obtained in the relationship between work motivation and job satisfaction is 0.000 which is smaller than 0.05. Thus the influence given is significant. Thus, the first hypothesis which states "work motivation has a significant influence on job satisfaction" can be proven. It can be proven that the hypothesis shows results that are in line with various previous studies on the same topic. As in Mubaroqah's research (2020) which states that work motivation has significant and positive implications for employee job satisfaction at the Agriculture Service Office of the City of Bima. In addition, research by Ingsih et al. (2021) also states that there is a significant influence from work motivation on job satisfaction felt by employees of furniture companies in the city of Semarang.

Effect of Work Motivation on Employee Performance

In this study it can be seen that work motivation is proven to have an influence on the performance of employees of PT Adi Putra. This is shown from the T-Statistics value of 2.764 or greater than the T-Table of

2.02269 ($2.764 > 2.02269$). In addition, in the relationship between work motivation on PT Adi Putra's employee performance, a p-value of 0.006 was obtained which shows that the influence given is significant. Thus, the hypothesis of "work motivation has a significant effect on employee performance" can be proven. The proof of this hypothesis shows that there are similar results between this study and various previous studies that have been conducted. Including for example the study by Octaviannand et al. (2017) which states that there is a significant and positive effect of work motivation on the performance of XYZ delivery company employees. Furthermore, research by Forson et al. (2021) also stated that there is a significant and positive influence on teacher performance in Ghana. Finally, research by Riyanto et al. (2021) also found that work motivation felt by system developers in IT companies in the Jakarta and Bandung areas has a significant influence on employee performance.

The Effect of Job Satisfaction on Employee Performance

These statements lead to the conclusion that in theory, job satisfaction is a factor that significantly influences employee performance. Likewise, this is also proven in this study, that job satisfaction is considered to have a significant influence on the performance of employees of PT Adi Putra. This is

shown from the T-Statistics value of 9.279 or greater than the T-Table of 2.02269 ($9.279 > 2.02269$). In addition, in the relationship between job satisfaction and employee performance, a p-value of 0.000 is obtained which shows that the influence given is significant. Thus, the hypothesis of "job satisfaction has a significant influence on employee performance" can be proven. It can be proven that this hypothesis shows results that are in line with various previous studies, including for example research by Octaviannand et al. (2017) which states that there is a significant and positive effect of job satisfaction on the performance of XYZ delivery company employees. Ingsih et al. (2021) also states that there is a significant effect of job satisfaction on employee performance produced by employees of furniture companies in Semarang City.

The Effect of Work Motivation on Employee Performance through Job Satisfaction

In this study it can be seen that the work motivation possessed by employees of 1. Work motivation at PT. ADI PUTRA as a whole is quite good. The indicator that has the smallest average value is the facility indicator, with a value of 4.02, so that employee motivation needs to be increased by providing facilities in accordance with the sacrifices that have been given to the company.

PT Adi Putra has significant implications for their performance through perceived job satisfaction. This is evidenced from the data analysis conducted, that in the relationship between work motivation and employee performance through job satisfaction, a T-statistic of 3.268 is obtained with a positive sign or greater than t-table 2.02269 ($3.268 > 2.02269$). In addition, the P-value obtained was 0.001 or lower than the significant level set in the study, namely 0.05. In other words, there is a positive and significant influence on the relationship between work motivation on employee performance through PT Adi Putra employee job satisfaction. These results are in line with various previous studies including by Ingsih et al. (2021) which states that there is a significant effect of work motivation on employee performance through job satisfaction felt by employees of furniture companies in the city of Semarang.

CONCLUSION

2. Employee job satisfaction at PT. ADI PUTRA according to the overall employee assessment is good. Based on the lowest average score, the indicator is willing to help colleagues in solving problems at work with a value of 3.92, so that job satisfaction needs to be increased by providing strict supervision to employees so that they work better and do not delay work so

that work can be completed. completely resolved.

3. PT. ADI PUTRA overall is good. Based on the lowest score, the indicator can do several types of work according

CONFLICT OF INTEREST

Authors disclose no conflicts of interest Related to the work in this manuscript.

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