

# Work Motivation, Job Satisfaction, and Employee Performance

**1)Rezki Nurdiansyah**

1)Magister Manajemen, Pascasarjana, Universitas Trisakti

**2)Siti Mariam**

2)Institut STIAMI, Jakarta

**3)Muhammad Asrar Ameido**

3)Magister Manajemen, Pascasarjana, Universitas Trisakti

**4)Abdul Haeba Ramli**

4)Magister Manajemen, Pascasarjana, Universitas Trisakti  
rezkinurdiansyah@gmail.com

## ABSTRACT

*This investigation goals to anatomize the influence of work motivation on employee performance intercede by employee job satisfaction. The data is obtained directly by distributing questionnaires via google docs and WhatsApp to employees who work at Bank Rakyat Indonesia. The number of respondents in this determination was 160 people. The results of hypothesis testing show: Work motivation has a positive and significant effect on employee performance, job satisfaction, and employee performance through job satisfaction, then Job satisfaction has a positive effect and significant on employee performance.*

**Keywords:** Employee Performance; Job Satisfaction; Work Motivation.

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*\*Corresponding author*

## INTRODUCTION

Companies as business associations with the first objective of obtaining maximum profit must be ready to compete. Company goals can be achieved by properly cultivating the resources in the business. The only resource in the company that has more value is human resources, where the human resources factor is one of the useful aspects that exist in the company as an implementer of every operational system carried out by the company to bring the company to its objectives (Permatasari, 2018 ).

The way to see the progress of an association's work is to evaluate the employees in the association. Assessment is only done on workers and managers. The system for assessment uses methods that are considered the most appropriate to the organizational model because misappropriation of the mode will make the

appraisement unable to serve the supposed response. The aspects assessed in the performance appraisal are quantity, quality, and results, timeliness, presence, competence to coordinate. Employee performance is a job that is produced by an employee or a situation as seen from the number of efforts done on his job according to the responsibilities of the association (Ramli, 2019a). Employee performance is influenced by various personal characteristics of each individual (Aryanta et al., 2019).

The relationship between performance satisfaction and job gathering has attracted considerable interest and discussion. When a company reviews its work, it uses performance expectations as one goal (Takaya, Ramli and Lukito, 2019; Mariam and Ramli 2019a; Ghazmahadi, Basri, Kusnadi and Ramli, 2020). An employee who has good behavior towards his performance will have the pleasure of working and the desire to improve organizational work (Wu et al., 2013). Opinion from (Shiu & Yu, 2010), that job expectations have a good connection that is important to organizational treatment, which includes financial performance, service performance, and employee behavior performance (Mariam and Ramli, 2020; Chandra, Takaya and Ramli, 2019). Job satisfaction is interrelated in how a person pays attention to, reflects, and animates about their responsibilities (Ali et al., 2018). For observers of management attitudes, job success is a very concrete obstacle because employees with maximum work success have good treatment of their responsibilities (Ramli, 2020a). However, employees with low job satisfaction can have negative feelings about their jobs (Albattat & Som, 2013). Performance satisfaction is a function of one's desire to be consecutive to one's perceived involvement or contribution from one's job (Ali et al., 2018). Job satisfaction is a good intuition of responsibility which is carried out from the characteristic appraisement (Hidayah & Tobing, 2018).

This research was conducted at PT Bank Rakyat Indonesia (Persero). Employees who work must understand the importance of forming work motivation, job satisfaction, and employee performance. Employees who work full of motivation will carry out their functions according to their mission and responsibilities (Saad, 2018). Performance satisfaction is characterized by good employee attitudes and behavior when facing work (Miah, 2018). Companies must understand the importance of the ability of employees to set goals and objectives to achieve business performance that will be far better in the future (Mariam and Ramli, 2019b; Babalola, 2016).

## **LITERATURE REVIEW**

### **Employee performance**

Employee performance is considered a parameter of the employee's profession, where the outputs received by workers can be done fairly (Ramli and Mariam, 2020). Justice received by the comity can improve employee performance (Platis et al., 2014). Work outputs that are recognized by the comity are done by workers who can adopt the skills and efforts (Ramli, 2020b). The characteristics of working conditions are a combination that is stated as a representative part of the performance received from fair treatment (Ling & Bhatti, 2014). This research is motivated by the importance of employee performance in meeting organizational goals and the lack of such research for organizational culture and work performance systems in Iran. In general, organizational goals such as service quality, customer satisfaction, and loyalty (Imran and Ramli, 2019). According to Tsui et al. (2013), it is possible that company goals can be achieved by paying attention to individual performance towards the organization as well. (Anitha, 2014) defines employee performance as financial or non-financial outputs, the financial consequences of employees that are directly consecutive to the company's operations, and its success.

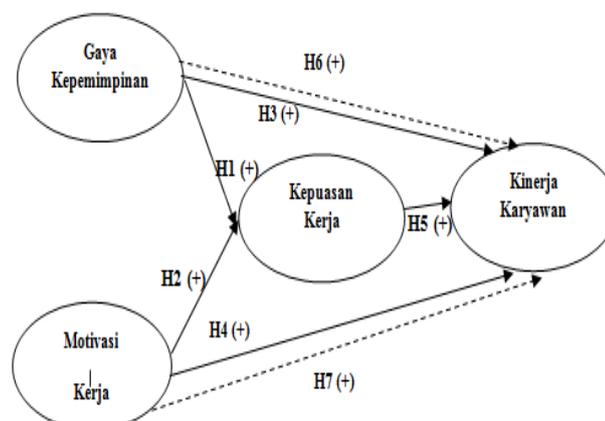
In a changing work environment, organizational members may have a variety of behavioral tendencies and actions, which will be evident inconsistencies in their performance (Chen and Wang, 2014). This is because expectations are received, a person's performance depends on the strategy and implementation that has been adopted by an organization (Anitha, 2014). The comity is part of a global economic system that is responsible for the marketing system, changing resources, competitors, and the demands of the external system (Mulyadi, Basri, Ramli, Takaya, 2020). Organizations need the ability to survive only by providing better jobs. Organizational performance needs to be measured for organizational success (Mariam, Febrian, Anwar, Sutisna, Imran and Ramli, 2020). In general, comity performance refers to the transformation of inputs into outputs to achieve certain desires or outputs (Rebeka, 2019).

### **Job Satisfaction**

The opinion of (Chasanah, 2008) that job satisfaction includes evaluative, affective, and responses or perceptive demeanors. Job satisfaction is a cheerful emotive state or good emotive that comes from a work appraisalment. Job satisfaction is tightly consecutive to the works of the employee in doing their effort (Novariani and Ramli, 2020; Imran, Mariam, Aryani and Ramli, 2020). Workers who are not contented with their job, normally because employees are doing their mission optimally, also do not attempt to do their optimum in the output of their mission. Then job satisfaction is represented as three gauges that are: Social satisfaction, Intrinsic job satisfaction, and Extrinsic job satisfaction (Ramli, 2019b; Schnake & Dumler, 2003).

### **Work motivation**

Work Motivation is taken from the Latin sentence "moveere", which means "transfer" or "push", motivation or encouragement is the argument for the key actions (Guay, 2010). Also, motivation can be assigned as the goal or psychological created of a behavior (Schater, 2011). Motivation or encouragement symbolizes the force performance on or within an individual which causes the individual to act in a unique purpose managed way (Slocum et al., 2007). Motivation is a notable occurrence because it supports shed more illumination on why humans act and behave in definite ways. That clarifies what prompted Edison to create the initial illumination bulb, then Angelou to trump up poetry or Mandela to obtain the position of president in South Africa (Grant and Shin, 2011). Motivation is simple to tell but arduous to stipulate by the argument of the many interpretations specified to it by distinct creators who are impressed by what they assume it should be. Robbins-Coulter (2014) describes strength, managed, and sustainable to achieve a goal. According to Lawler (2005), the connection between comity and workers does not just focus on the mission itself.

**Picture 1:** Conceptual Framework

There is encouragement from within the workers to achieve the goals set by the company (Pang and Lu, 2018). The leadership's ability to influence workers can create positive psychological conditions from within workers when working at the company (Brummelhuis et al., 2014). The desire of workers to complete all the missions they have can create all positive responses from within the worker to the work they have (Al-Sada, 2017). The hypothesis is proposed as follows:

**H1:** *Motivation has a positive and significant effect on job satisfaction.*

The existence of positive psychological conditions possessed by workers in achieving company goals can improve the work outputs achieved by workers (Ghaffari et al., 2017). The motivation from within workers to complete their missions enthusiastically can increase the ability of workers to serve solutions within the company (Shah et al., 2016). The desire of workers to work enthusiastically can create the desire of workers to make improvements to the work they have (Ali et al., 2016). The hypothesis is proposed as follows:

**H2:** *Motivation has a positive and significant effect on employee performance.*

Positive feelings from within workers towards work can enable workers to achieve the goals and visions set by the company (Inuwa, 2016). All positive actions from within workers can create higher productivity achieved by workers (Bakotic, 2016). Positive feelings from within workers towards work can create higher company productivity (Shmailan, 2015). The hypothesis is proposed as follows:

**H3:** *Job satisfaction has a positive and significant effect on employee performance.*

Motivation is an internal process that makes an individual move towards a goal so that workers can improve their work outputs by the argument of workers have a positive appraisal of work (Al Aluf, 2017). Motivation is an internal mechanism that is used to guide actions so that it can increase worker productivity by the argument of workers have positive emotive conditions (Pang and Lu, 2018). The hypothesis is proposed as follows:

**H4:** *Motivation has a positive and significant effect on employee performance through job satisfaction.*

## METHODS

**Table 1:** Demographic Characteristics of Respondents

No	Demographic	Frequency	%
1	Gender		
	Male	87	
	Female	73	
	Total	160	100.0
2	Age		
	20 - 30 years	70	
	31 - 40 years	54	
	41 - 50 years	28	
	> 50 years	8	
	Total	160	100.0
3	Education		
	Diploma	24	
	S1	107	
	S2	29	
	S3	0	
	Total	160	100.0
4	Length of working		
	< 1 year	16	
	2 - 3 years	29	
	4 - 5 years	66	
	>6 years	49	
Total		160	100.0

## RESULT AND DISCUSSION

### Hypothesis test

Hypothesis testing is done using the Structural Equation Model (SEM) mode. Hypothesis testing decisions were made by comparing the p-value with a level of significance of 0.05 (error rate  $\alpha = 5\%$ ) and a confidence level of 95%. The basis for making a hypothetical decision is as follows: (1) If the p-value is  $\leq 0.05$  then H1 is significant or influential. (2) If the p-value  $\geq 0.05$  then H1 means that it is not significant or has no effect on the two variables.

**Table 2:** The outputs of hypothesis testing are presented in the table below:

	Estimate	S.E.	C.R.	P	Label
Kepuasan_Kerja <-- Motivasi_Kerja	.248	.093	2.655	.008	
Kepuasan_Kerja <-- Gaya_Kepemimpinan	-.206	.110	-1.866	.062	
Kinerja <-- Motivasi_Kerja	-4.014	12.125	-.331	.741	
Kinerja <-- Kepuasan_Kerja	15.722	52.849	.297	.766	
Kinerja <-- Gaya_Kepemimpinan	4.090	9.472	.432	.666	

## CONCLUSION, MANAGERIAL IMPLICATIONS, LIMITATION AND FUTURE RESEARCH

Thus, from the outputs of research conducted on human resources who work at Bank Rakyat Indonesia, it can be concluded that

1. The outputs of the work motivation test have a positive effect on job satisfaction. This output is shown from the direction of the Estimate value close to number 1 and the p-value below 0.05.
2. The outputs of the work motivation test have no positive effect on employee performance. This output is shown from the direction of the Estimate value away from number 1 and the p-value above 0.05.
3. Job Satisfaction test outputs do not have a positive effect on employee performance. This output is shown from the direction of the Estimate value away from number 1 and the p-value above 0.05.
4. Motivation has a positive and significant effect on employee performance through job satisfaction.

### **Managerial Implications**

By knowing that Employee Performance is influenced by Work Motivation through Job Satisfaction, to maximize Employee Performance in the banking industry in Jakarta, several superiors need to:

1. Respect the ideas submitted by workers by the argument of the ideas that workers serve come from experiences they have had while doing work.
2. Workers of PT. Bank Rakyat Indonesia (Persero) Tbk must have a strong encouragement and a sense of happiness in doing work at the company. because of this Work Motivation can positively affect Job Satisfaction and Employee Performance owned by workers of PT. Bank Rakyat Indonesia (Persero) Tbk
3. Retain workers who are talented and contribute a lot to the company by providing incentives because of without these workers the company's performance can decline.
4. Giving confidence to workers who try to fulfill their responsibilities while working so that workers can work optimally.

### **Suggestions for Further Research**

This investigation has restricted issues that include the investigation objective, scilicet to anatomize the influence of Work Motivation on Employee Performance through Job Satisfaction. To these detections, the recommendations for the next investigation is :

1. Conduct next investigation into other industries, nationally in Indonesia and globally.
2. Conducting the next investigation by adding Work Environment (Ramli, 2019b), Organisational Commitment (Ramli and Maniagasi, 2018; Ramli and Mariam, 2020), Organizational Culture (Ramli, 2019a), Job stress (Puteri and Ramli, 2017; Ramli, 2018a) and Emotional Intelligence (Ramli and Novariani, 2020) variables to see employee performance that focuses attention on maximizing Employee Performance.
3. Conducting further research by adding the Compensation Benefits (Ramli, 2018b), Career Path (Ramli and Yudhistira, 2018), and Work-Life Balance (Imran, Arvian, and Ramli, 2020) variables to see workers' efforts that focus attention on career paths to increase Employee Performance.

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