

Motivation on Job Satisfaction and Employee Performance



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Abstract

This study aims to study the effect of motivation on job satisfaction and employee performance. The population in this study was 505 Cooperativa Café Timor employees in Timor-Leste by determining saturated samples at 6 company locations, namely the NT Factory, Comoro, Manleuana, Railaco, Tibar, and at the Head Office as many as 202. This study used a quantitative approach with data collection methods using interviews and questionnaires. Data that has been collected and verified valid are analyzed using descriptive analysis techniques and using a variance-based or component-based approach with Partial Least Square (PLS) analysis tools. The results show that motivation has a significant positive effect on job satisfaction and employee performance. The findings of this study also state that job satisfaction has a significant positive effect on employee performance. The implications of this study emphasize the need to improve adaptive performance so that companies can always keep abreast of developments in the face of increasingly fierce competition.

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1 Introduction

Employee performance is a performance result that can be achieved by a person or group in an organization both qualitatively and quantitatively (Robbins & Judge 2017). All activities carried out to improve the business of a company or organization is a form of performance. Success in achieving superior performance requires the strategic role of employees as actors in every company activity (Raineri, 2017). Therefore, companies need to monitor the performance of each employee, whether or not they have carried out their duties and obligations as expected. Efforts to improve employee performance are a management challenge because success in achieving the goals and survival of the company depends on the quality of the performance of the human resources that are in it (Oliveira & Honório, 2020).

Employee performance can be influenced by some factors, one of which is motivation. Employee motivation at the company must be a serious concern in managing human resources (Village & Asaari, 2020). Companies must pay attention to how to maintain and manage employee motivation at work so that they always focus on company goals. Maintaining employee motivation is very important because motivation is a driving force for every individual who underlies employees to act and do something. Employees will not do things optimally if they do not have high motivation from within themselves to excel at work. Motivation can be divided into two (Danvila-del-Valle *et al.*, 2019), namely positive motivation and negative motivation. Positive motivation is the process of influencing people by giving the possibility of getting gifts while negative motivation is the process of influencing someone through the power of fear such as loss of recognition, money, or position. Research by Rizaldi (2017), which examines the effect of motivation on employee performance shows that motivation has a positive effect on employee performance. Furthermore, research by Olusadum & Anulika (2018) about the effect of motivation on employee performance found that motivation has a positive and significant effect on employee performance.

In addition to motivation, another factor influencing performance is employee job satisfaction. Robins & Judge (2017) state that job satisfaction is related to personal level satisfactions. Therefore, the level of satisfaction of each person is different and what happens if several factors are met, namely individual needs and their relationship with the degree of employee preference and dislike (Luthans, 2006; Lu *et al.*, 2002; Beebe *et al.*, 2009; Saner & Eyüpoğlu, 2013). Job satisfaction can be one of the main reasons for the continuity and success of a company. Job satisfaction is one of the attitudes that has been extensively studied in the field of organizational behavior to understand various organizational outcomes (Krishnan *et al.*, 2010). Luthans (2006) explains that job satisfaction is the employee's perception of how well the job provides what is considered to be important and positive. Some research findings suggest that motivation has a significant effect on job satisfaction (Khalid *et al.*, 2011; Singh & Tiwari, 2011). This study aims to analyze the relationship between motivation and job satisfaction and employee performance.

Literature Review

According to Kaye & Evans (2000), maintaining human resources is one of the key challenges in managing an organization. Success in solving various human resource problems can produce an effective organization because employees who are motivated and more satisfied tend to be more cooperative and that they are more productive in the workplace. Research by Octaviann *et al.* (2017) examined the effect of motivation on employee performance. Larasati & Gilang (2014) found that motivation had a positive effect on employee performance at Witel Bekasi. Research conducted by Rizaldi (2017) examined the effect of motivation on employee performance shows that motivation has a positive effect on employee performance. Research by Badrianto & Ekhsan (2019) about the effect of motivation on employee performance found that motivation has a positive effect on employee performance.

Hidayah (2018) shows that intrinsic motivation plays an important role in increasing employee job satisfaction. Octaviann *et al.* (2017) state that motivation has a positive and significant effect on job satisfaction. Hidayah (2018) also stated the need for employees to have the motivation to increase job satisfaction. Research result by Prabu (2005) states that combined motivations have a positive influence on job satisfaction. Research conducted by Akmal & Aslinda (2015) shows that motivation has a positive effect on employee job satisfaction.

Research by Saputra (2016) regarding the effect of job satisfaction on employee performance shows a positive effect on employee performance. This concept is supported by Sanuddin & Widjojo (2013) which states that job satisfaction has a positive effect on employee performance. Research by Tobing (2009) about the effect of job satisfaction on employee performance found that job satisfaction has a positive effect on employee performance. Inuwa (2016) explains that there is a significant influence on job satisfaction on employee performance. Job satisfaction is also an important predictor in increasing employee effectiveness (Riana *et al.*, 2018). According to Anwar *et al.* (2015),

Employees who feel satisfied at work can increase various efforts done at work. Also, satisfied employees tend to make positive contributions to form a more conducive organizational climate (Noermijati & Primasari, 2015). Conversely, disgruntled employees have the potential to oppose the organizational policy, make a fuss at work, and may even engage in counterproductive behavior (Nurak & Riana, 2017; Ross & Reskin, 1992; Payne *et al.*, 1976). According to Riana *et al.* (2018), job satisfaction also refers to the positive attitude of employees towards the tasks assigned by the organization so that employees perform various tasks possible to maximize desired satisfaction. Employees who are motivated and satisfied at work tend to contribute better to the organization (Riana, 2015; Octaviann *et al.*, 2017).

H1: Motivation has a positive and significant effect on employee performance.

H2: Motivation has a positive and significant effect on job satisfaction.

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

2 Materials and Methods

This research conducted at the *Cooperativa Café Timor* (CCT) with a total population of 505 employees. The sample was determined using sample techniques *Random Sampling Cluster* among others, to examine a thing in different parts of an object. The calculation resulted in a total sample of 202 employees. Quantitative and qualitative data, both from primary and secondary sources were collected by conducting interviews and distribution of questionnaires. The questionnaire was arranged based on some question items, namely employee performance variables adopting research (Koopsmans *et al.*, 2016; Robbins & Judge, 2017), the job satisfaction variable adopting research Cekmecelioglu *et al.* (2012), and motivation variables adopting research question items (Deci & Ryan, 2000; Tremblay *et al.*, 2009). Before the data was collected as a whole, a data quality test was conducted on the research instrument using 30 samples. The results of the data quality test show the moment product correlation value ≥ 0.30 and the Cronbach alpha value ≥ 0.60 so that the research instrument is valid and reliable (Sugiyono, 2013). Furthermore, the data collected was analyzed using descriptive analysis and inferential analysis of the SmartPLS software. Furthermore, the profile of research respondents is described in Table 1, as follows.

Table 1
Characteristics of Respondents

| No | Information | Total | Percentage |
|----|--------------------|-------|------------|
| 1 | Gender | | |
| | Male | 158 | 76.2 |
| | Female | 48 | 23.8 |
| | Total | 202 | 100.0 |
| 2 | Age | | |
| | 20-25 years | 9 | 4.5 |
| | 26-30 years old | 33 | 16.3 |
| | 31 - 35 years old | 27 | 13.4 |
| | 35 - 40 years old | 38 | 18.8 |
| | 41-45 years old | 41 | 20.3 |
| | > 46 years old | 54 | 26.7 |
| | Total | 202 | 100.00 |
| 3 | Level of education | | |
| | Primary school | 5 | 2.5 |
| | Junior high school | 13 | 6,4 |
| | Senior High School | 123 | 60.9 |
| | Bachelor degree | 58 | 28.7 |
| | Postgraduate | 3 | 1.5 |
| | Total | 202 | 100.0 |
| 5 | Years of work | | |
| | 15 years | 51 | 25.2 |
| | 6-10 years | 58 | 28.7 |
| | 11-15 years | 24 | 11.9 |
| | 16-20 years | 44 | 21.8 |
| | > 21 years old | 25 | 12.4 |
| | Total | 202 | 100.0 |

3 Results and Discussions

Evaluation of the outer model

The convergent validity calculation aims to find out the instrument items that can be used as indicators of all latent variables. Convergent validity test results are measured based on the value of the loading factor of the construct indicator, where the loading factor limit of 0.5 is used. The convergent validity test results are presented in Table 2.

Table 2
Outer Loading

| Variable | Indicator | Outer Loading | T-statistic |
|-----------------------|------------------------------------|---------------|-------------|
| Motivation (X) | Intrinsic Motivation (X1) | 0.673 | 6,547 |
| | Integrated Regulation (X2) | 0.726 | 12,058 |
| | Identified Regulation (X3) | 0.778 | 10,177 |
| | Introjected Regulation (X4) | 0.816 | 22,830 |
| | External Regulation (X5) | 0.815 | 32,459 |
| Job Satisfaction (Y1) | Job satisfaction (Y1) | 0.802 | 18,140 |
| | Satisfaction with rewards (Y2) | 0.830 | 14,170 |
| | Satisfaction with development (Y3) | 0.805 | 12,513 |
| | Satisfaction with supervision (Y4) | 0.561 | 2,959 |
| | Satisfaction with coworkers (Y5) | 0.832 | 15,158 |

| Variable | Indicator | Outer Loading | T-statistic |
|---------------------------|---|---------------|-------------|
| Employee Performance (Y2) | Satisfaction with the work environment (Y6) | 0.802 | 18,140 |
| | Task Performance (Y2.1) | 0.890 | 17,650 |
| | Contextual Performance (Y2.2) | 0.915 | 37,021 |
| | Adaptive Performance (Y2.3) | 0.900 | 22,162 |

All indicators of the research variable show an outer loading value above 0.50 (> 0.50), which means that the model meets the convergent criteria. Furthermore, the variable mean (mean), the results of the composite validity and discriminant validity test can be seen in Table 3.

Table 3
Mean, Composite Reliability, and AVE

| Variable | The mean | Composite Reliability | Average variance extracted (AVE) | \sqrt{AVE} |
|---------------------------|----------|-----------------------|----------------------------------|--------------|
| Motivation (X) | 3.80 | 0.874 | 0.583 | 0.763 |
| Job Satisfaction (Y1) | 3.74 | 0.879 | 0.598 | 0.773 |
| Employee Performance (Y2) | 4.22 | 0.929 | 0.813 | 0.901 |

Based on Table 3 above, it can be seen that of the three variables having AVE values above 0.5 and value \sqrt{AVE} greater than the correlation coefficient between one variable with another variable. So, it can be concluded that the measurements made meet the discriminant validity requirements. The results of the outer model evaluation testing as a whole have met the accuracy criteria of the model so that it can be interpreted further because it meets the validity and reliability criteria of the model.

Evaluation of the inner model

Goodness of Fit (GoF) testing of structural models in the inner model uses the value of predictive-relevance Q^2 (Q^2) to test the variables used in the model so that it can be seen how much influence exogenous variables have on endogenous variables. R^2 values for each endogenous variable in this study can be seen in the following Table 4.

Table 4
R² Value of Endogenous Variables

| Dependent variable | R-square |
|---------------------------|----------|
| Job Satisfaction (Y1) | 0.392 |
| Employee Performance (Y2) | 0.645 |

The predictive-relevance Q2 value is obtained by the formula:
 $Q2 = 1 - (1 - R12) (1 - R22) \Rightarrow Q2 = 1 - (1 - 0.399) (1 - 0.630)$
 $Q2 = 1 - (0.608) (0.355) = Q2 = 1 - 0.215 \Rightarrow Q2 = 0.785$

The calculation results show a predictive-relevance value of 0.785 (> 0). That means that 78.5%. These results indicate that the structural model has a good (Goodness of Fit Model). Also, this result implies that 77.8% can be explained by the variables used in the research model, while the remaining 21.5% is explained by other variables outside the research model.

Hypothesis Test Results

The results of data analysis using PLS showed that the second model was obtained by analyzing again using smartPLS software. The results of the analysis are shown in Figure 1, below.

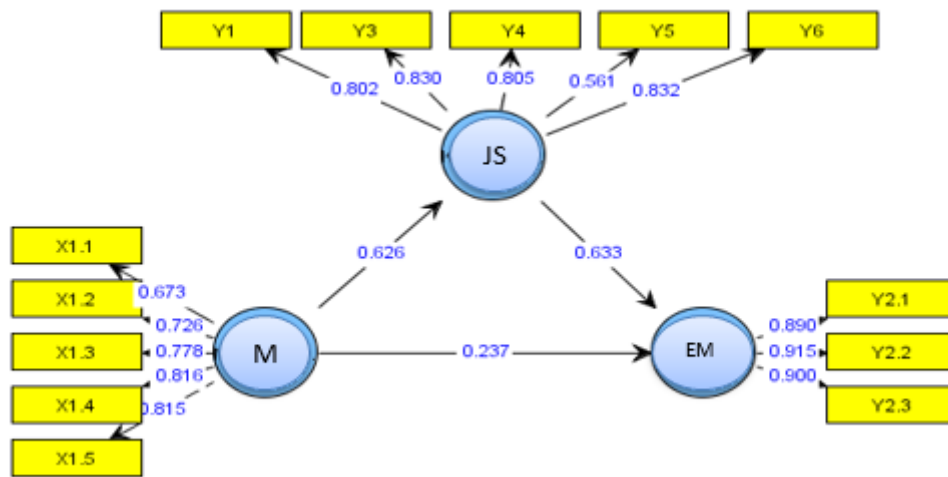


Figure 1. Results of PLS analysis
 * M = motivation, JS = job satisfaction, EM = employee performance

Table 5
Hypothesis Test Results

| No | Inter-Variable Relationship | Original sample estimate | T-Statistics | Information |
|----|--|--------------------------|--------------|-------------|
| 1 | Motivation (X) -> Employee Performance (Y2) | 0.237 | 2,211 | Significant |
| 2 | Motivation (X) -> Job Satisfaction (Y1) | .626 | 1031 | Significant |
| 3 | Job Satisfaction (Y1) -> Employee Performance (Y2) | 0.633 | 5,589 | Significant |

The coefficient path test results show that between motivation and employee performance shows a positive and significant relationship with a coefficient value of 0.237 and a T-statistic value of 2.211 where the value is greater than

1.96. This means that the better motivation will improve employee performance. The results of the line coefficient test showed that between motivation and job satisfaction showed a positive and significant relationship with a coefficient value of 0.626 and a T-statistic value of 10.231 where the value was greater than 1.96. This means that the better motivation, the higher the employee job satisfaction. The results of the coefficient test line between job satisfaction and employee performance indicate a positive and significant relationship with the coefficient value of 0,633, and the T-statistic value of 5,589 where the value is greater than 1.96. This means that better job satisfaction is felt, the better the performance that can be generated by employees.

Discussion

Every company always expects high employee performance so that it must be balanced with the capabilities possessed by employees, employee hard work, cooperation between employees, as well as a good leadership system. The results of this study show that motivation has a positive and significant effect on employee performance (Abdi Mohamud *et al.*, 2017). This means that a high level of motivation possessed by employees can have an impact on increased performance. Motivation, which includes intrinsic motivation, integrated regulation, identified regulation, and introjected regulation able to improve employee performance (Hartati, 2020). The results of this study are in line with research Rizaldi (2017) that examined the effect of motivation on employee performance and shows that motivation has a positive effect on employee performance (Waiyaki, 2017). Further research by Yusrisal & Heryanto (2019) about the effect of motivation on employee performance shows that motivation has a positive and significant effect on employee performance. Employees with high motivation tend to make various efforts in the workplace so that it can improve the resulting performance (Chien *et al.*, 2020).

The findings of this study also inform that motivation has a positive and significant effect on job satisfaction (Stefurak *et al.*, 2020). This means that the higher the motivation of employees, the easier it will be for employees to increase their satisfaction at work. Motivation is proven to be able to encourage employees to increase job satisfaction. The results of this study are in line with the research conducted Sobaih & Hasanein (2020) shows that intrinsic motivation plays an important role in increasing employee job satisfaction. Furthermore, research conducted by Ihsani & Wijayanto (2020) also states that motivation has a positive and significant effect on job satisfaction, which means the higher the motivation tends to make employees more easily feel job satisfaction (Syamsir, 2020; Lubis, 2020).

The results of this study provide evidence that job satisfaction has a positive and significant effect on employee performance (Andjarwati *et al.*, 2019). This means that job satisfaction felt by employees can have an impact on increasing employee performance. Job satisfaction is felt when employees believe that the work done is fun, they feel that the received salary is following the workload and that they have the same opportunities as other colleagues to achieve a good position, they feel comfortable with supervision from the leadership, which always provide them with the support, technical assistance and motivation, all of which can increase job satisfaction (Inuwa, 2016). Moreover, the existence of work colleagues who are always willing to help each other when facing difficulties at work, creating a work environment conditions that are very pleasant and supportive will also improve employee performance. The results of this study are in line with research conducted by Yuliandi (2019) about the effect of job satisfaction on employee performance where it was found that job satisfaction has a positive effect on employee performance. Also, research conducted by Marliani (2016) and Eliyana & Ma'arif (2019) also found that there is a significant positive influence between the job satisfaction variable on employee performance variables.

This research has clarified some previous studies related to the concepts of motivation, job satisfaction, and employee performance. The analysis shows that motivation can increase job satisfaction and employee performance (Roberts & David, 2020). This study also provides important implications related to theories about motivation, job satisfaction, and their impact on employee performance. Furthermore, the results of this study also confirm previous studies related to the relationship between motivation, job satisfaction, and performance employees (Rinny *et al.*, 2020; Saban *et al.*, 2020). The findings of this study further clarify the important role of motivation in increasing job satisfaction. The results of the analysis explain that employees who feel the work done as part of personal life believe that motivation is an important factor in increasing satisfaction work (Ramli, 2019). Also, employees who successfully complete challenging tasks can lead to increased job satisfaction (Mira *et al.*, 2019). Therefore, the company management needs to pay attention to factors that can accommodate various characteristics of individual employees, such as providing opportunities for employees to learn new skills, create a more conducive working atmosphere, provide basic needs, and maintain better working conditions.

Furthermore, this study emphasizes the importance of motivation, especially introjected regulation (Ryan & Deci, 2000) because it is considered capable of improving employee performance, therefore, it must always be maintained

and improved. A motivated employee will always try to perform every job in every best way possible to achieve success. Also, satisfied employees will always try to promote mutual help work-environment between employees, which will in turn improve job performance by the employees.

4 Conclusion

Motivation has a significant effect on employee performance, this means that motivation is needed to support all company activities better. Employees who have high motivation tend to contribute all their abilities to the company to improve performance both in quality and quantity. Motivation has a positive and significant effect on job satisfaction, this means that employees need to have motivation in carrying out work activities. Also, the company is deemed necessary to create and maintain a condition where their employees are always feeling motivated to work. Employees who have high motivation tend to be easier to feel satisfaction at work. Job satisfaction has a positive and significant effect on employee performance, this means that company management needs to pay attention to the job satisfaction of its employees. Satisfied employees with work and the environment will have increased motivation to improve its capabilities, which in turn will increase its job performance.

Conflict of interest statement

The authors declared that they have no competing interests.

Statement of authorship

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

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