

The influence of job satisfaction on work motivation and its impact on employee performance at PT. Satria Utama in Garut Regency

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ABSTRACT

Using the use of work motivation as a mediator, this study seeks to compare the direct and indirect effects of job satisfaction on employee performance because to improve employee performance the step taken has to be effective and efficient with absolute evidence. Many types of research have been showing that job satisfaction has an impact on both employee performance and work motivation. Employee performance is influenced by work motivation as well, and it is considered that work motivation could be able to mediate the impact of Job satisfaction on employee performance. Respondents in this study are all employees of PT. Satria Utama in Garut Regency. There are 87 employees in total, and path analysis, techniques are being used to determine which path, considering both direct and indirect effects, is the most effective. The study's findings indicate that every variable falls within the "high" category. This study's findings also regression lines have a positive value, demonstrating the existence of both a direct and indirect effect. Based on the comparison of the regression value, it was determined that work motivation had a direct effect on employee performance at PT. Satria Utama in Garut Regency, with the direct effect value being higher than the direct effect.

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1. Introduction

Employee performance is importance in company, if employee performance is decline, will not good impact to company performance (Kurnia & Senen, 2020). The outcomes of employee performance can be compare between standard organizations based on quality and quantity (Hindardjo et al., 2022). Evaluation of employee's performance could be measured by present and past their performance standard is known as grading performance (Khassawneh & Elrehail, 2022). Process of evaluating employee performance systematically by company leaders based on the work assigned to them (Mangkunegara, 2020). Employee performance, which guide line a outcome of quality, quantity, timeliness, present at work, and cooperativeness factor that are crucial in organizations can competition with other organizations (R. L. Mathis & Jackson, 2019).

Job satisfaction have been increasing employee performance, some of research has been proofed. Job satisfaction is one factor can raise employee performance (Alfarizi & Haryadi, 2022). Because of that, job satisfaction is important to increasing employee performance in their work. Luthans (2019) define job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important. The increasing of employee performance in organization will be impacted by high job satisfaction

of worker (Tarigan et al., 2021). A company's is able to improve employee performance by job satisfaction (Lestari et al., 2022). High performance can be achieved by high job satisfaction, influences of job satisfaction there are work itself, pay, promotion, supervision, work group, and working conditions (Adamopoulos & Syrou, 2022).

Many studies have been proofed, that job satisfaction was affected employee performance. Diverse findings from other studies are presented, and any research has been each other supported. Adi (2022) investigation of the relationship between job satisfaction and employee performance revealed that there was connection between the both. Job satisfaction can increasing employee performance, according to research published (Adamopoulos, 2022). Other of study's findings indicate that employee performance is influenced by job satisfaction (Megawati et al., 2022). Because of that satisfaction one of factor important to increasing employee performance. But not only job satisfaction. Other factors, such as work motivation have a big impact and important.

(Luthans, 2019) defines work motivation as a process that takes into account the intensity, direction, and persistence of individuals to achieve company or organizational goals. Intensity describes how hard a person is trying. Because of that, work motivation is important to increasing employee performance will be impacted to productivity. According of some studies, work motivation has been increased employee performance, more high work motivation, more productive they are (Nguyen et al., 2020; Hajiali et al., 2022; Setyowati & Sofingi, 2022).

Job satisfaction increasing work motivation and employee performance direct and indirect effect. Job satisfaction is influenced to work motivation, employee happies with their job will be increasing performance (Jamal Ali & Anwar, 2021). According to other studies, job satisfaction is positively correlation with work motivation; as a mediator between job satisfaction and employee performance (Kurnia, 2020). Because of this to study these there are variables because of their significant and individuality, job satisfaction and work motivation is solution to increasing employee performance, based on previous study.

Employees of PT. Satria Utama at Garut Regency were the focus of this study. PT. Satria Utama is a company engaged in the distribution of building materials. Employees at PT. Satria Utama has various of products and their respective tasks. Employee jobs such as arranging schedules for incoming and outgoing goods, the number of employees needed when loading and unloading. Goods transport vehicles as needed. Because of that use of employees and equipment in accordance with needs, also work is effective and efficient.

Some of employees have low job satisfaction because their work has obstacles that are difficult to predict and overcome the problem of long-distance delivery of goods, such as natural disasters and weather. The obstacle on the way there is fog and rain, will be an impact on limited visibility, because of that longer turnaround time so that the transport vehicle is late for delivery. Hindering other work by waiting for the transport vehicle to return. employee performance has been decreased in 2020 and 2022. In 2020 the decline in performance was due to Covid-19, in 2022 was declined, the decreased employee performance will also have an impact on company performance, it needs to be improved.

The study is focus to increasing employee performance through the influencing factors, specifically job satisfaction and work motivation, to make sure work motivation will solve a problem have to mediates the impact of job satisfaction and employee performance. The findings of this study should solving problem through work motivation as mediating factor in the relationship between job satisfaction and employee performance. It is important will be impact to organization performance.

2. Research Method

Job Satisfaction

According to Luthans (2019), job satisfaction as involving cognitive, affective, and evaluative reactions or attitudes and states it is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. According to Robbins & Judge (2017), A positive feeling about one's job resulting from an evaluation of its characteristics. According to Locke (1976), Job satisfaction as feelings of contentment derived from the appraisal of one's job and the understanding that the job is assisting in achieving one's goals. Job dissatisfaction is the unpleasant affections that one feels if one appraises the job as a barrier in achieving one's values. In this case job satisfaction is define an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to

physical and psychological factors (Sutrisno, 2017). In briefly job satisfaction is job satisfaction is fulfilled between what is expected and received from their work.

(Kreitner & Kinicki, 2014) identified there are five main models of job satisfaction that focus on various causes, the five models are as follows: a) Fulfillment of Needs, this model states that satisfaction is determined by the degree to which the characteristics of a job enable a person to fulfill his needs. b) Discrepancies, fulfilled expectations indicate the difference between what a person would like to receive from a job, such as a salary commensurate with the opportunity to get a promotion, and what is actually received. When expectations are greater than what is received, employees will feel dissatisfied. c) Achievement of values, the thinking underlying the achievement of values is that satisfaction is the result of the perception that a job allows fulfillment of work values that are important to a person. d) Fairness in this model, satisfaction is a function of how fairly employees are treated at work. b) Genetic Components, the disposition model or genetics is specifically based on the belief that job satisfaction is partly a function of personal traits and genetic factors.

Job satisfaction was influenced by another factors. According to Luthans (2019), There are: a) The work itself, the extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility. b) Pay, the amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization. c) Promotion opportunities, the chances for advancement in the organization. d) Supervision, the abilities of the supervisor to provide technical assistance and behavioral support. e) Coworkers The degree to which fellow workers are technically proficient and socially supportive.

Based on stated as previously. Job satisfaction is important to increasing, it is will be good impacted to organization. according to Rivai (2020), employees who are satisfied with their work will have a positive attitude towards the organization, are loyal, full of dedication, and are motivated to further increase their productivity. According to Yuniarsih (2018), Job satisfaction arises in employees because those concerned feel comfortable and agree with everything received from the organization, especially with regard to the efforts made, work that can be completed, appreciation given by leaders or co-workers, and rewards for their work performance.

Work Motivation

According to Robbins & Timothy (2017), work motivation as a process that takes into account the intensity, direction, and persistence of individuals to achieve company or organizational goals. According to Hasibuan (2016), Work motivation questions how to encourage subordinates' work enthusiasm, Rivai (2020), stated they want to work hard by providing all abilities and skills to realize company goals. that the notion of work motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals.

Work motivation have many factors is influenced, differences in the motives of each individual, both internal and external. Every organization and employee has differences in the perception of things that can motivate employees to work. According to Luthans (2019), some factor of work motivation, Such as:

Maslow identified five levels in his need hierarchy being work motivation, in brief, the following: a) Physiological needs. This first needs of hunger, thirst, sleep, and sex are some examples. b) Safety needs. This second level of needs is roughly equivalent to the security need. c) Love needs. This third, or intermediate, level of needs loosely corresponds to the affection and affiliation needs. d) Esteem needs. The esteem level represents the higher needs for power, achievement, and status can be considered part of this level. e) Needs for self-actualization. People who have become self-actualized are self-fulfilled and have realized all their potential.

Herzberg's two-factor theory of motivation, there are two things that influence work motivation, namely motivating factors (motivator factors) and factors that prevent dissatisfaction (hygiene factors). Herzberg named motivators as satisfactory (achievement, recognition, responsibility, and advancement), and mentioned hygiene factors that prevent dissatisfaction (company policy, administration, supervision, technical, salary, interpersonal relations, supervisor, and working conditions).

Mcclelland's theory of needs A theory that states achievement, power, and affiliation are three important needs that help explain motivation. Need for achievement the drive to excel, to achieve in relationship to a set of standards, and to strive to succeed. Need for power the need to make others behave in

a way in which they would not have behaved otherwise. Need for affiliation the desire for friendly and close interpersonal relationships.

Work motivation is importance to increasing employee performance, when faced with difficulties they will try their best to complete the job. Work motivation will be increasing employee performance (Ganta, 2014), therefore organization need to pay attention to employee motivation. Bad impact of low work motivation will be decreasing their productivity, it is impacted to organization performance (Ayundasari et al., 2017). Maintaining work motivation can give rewarding by the results their achieved (Andrianto & Siringoringo, 2020).

Employee Performance

Yuniarsih & Suwatno (2016) stated: performance is an achievement displayed by someone after the person concerned has carried out his duties and role in the organization. According to Mangkunegara (2020), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to employee. According to Sedarmayanti (2017), performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in the context of efforts to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics

According to Bernardin & Russel (2016), There are six criteria for assessing employee performance, such as: a) Quality, the process or adjustment is made to an ideal way of carrying out activities or fulfilling activities as expected. b) Quantity, namely the amount produced is realized through the currency value, the number of units, or the number of activity cycles that have been completed. c) Timeliness, namely the level at which activities have been completed in a shorter time than specified and maximize the time available for other activities. d) Cost effectiveness, namely the level at which the use of company resources in the form of human, financial and technology is maximized to obtain the highest yield or reduction of losses from each unit. e) Need for supervision, namely the level at which an employee can do his job without the need to ask for help or guidance from his superiors. f) Interpersonal impact, namely the level that shows an employee feels confident, has good intentions, and works together among colleagues.

The another of employee performance, there are determinants of employee performance, Mathis & Jackson (2017). Are as follows: Quantity of output, is how much work is produced by a person in his work, meeting the specified target or exceeding the target or even less than the target. Quality of output, is the degree to which the process or results of implementing activities are close to perfection or close to the expected goals. Presence at work, the degree to which an employee is always present at work, breaks, and goes home according to schedule. Cooperativeness (cooperation) is the degree to which a worker is able to cooperate with colleagues, subordinates and superiors in carrying out work to achieve company goals.

Hypothesis

The main theory used as the basis for solving this research problem is the theory of Human Resource Management. Human resource management is one of the areas of general management which includes aspects of planning, organizing, implementing and controlling to achieve the interests of individuals, groups and organizations (Robbins & Coulter, 2019).

Followed by the Middle Theory which is used as the basis for solving this research problem, namely the theory of organizational behavior. Organizational behavior is a study investigates the influence that individuals, groups and organizational structures have, with the aim of applying this kind of knowledge to improve the performance of an organization (Robbins & Timothy, 2017).

Organization behavior as controls of personal behavior, it is basis factors of job satisfaction. According to Żerebecki & Oprea (2022), Job satisfaction itself is an emotional attitude in the form of love and a sense of fun towards his work. Dimension of job satisfaction by Luthans (2019), where these are separated into five items, namely work itself, supervision, promotion, co-worker, and pay.

Work motivation is importance to increasing employee performance. Because of that work motivation can affect both direct and indirectly to employee performance (Kurnia, 2020). Work motivation will depend on job satisfaction. According to various researchers, work motivation, work motivation is influenced by job satisfaction (Caillier, 2013; Liu et al., 2022). On other research, job satisfaction is important to increasing work motivation, it is should concern on organization (Diputra, 2014; Yasa & Dewi, 2019; Sembiring et al., 2021)

Research methodology

This study used a descriptive and verification methodology. This study describes the circumstances surrounding each variable. The population of this study consisted of all 87 staff members of PT. Satria Utama at Garut Regency. They processed and evaluated the questionnaire data using the Statistical Program for Social Science tool because all of the surveys that had been tested earlier were valid and reliable. Data analysis uses path analysis to estimate each independent variable's direct and indirect impact on the dependent variable.

3. Results And Discussions

Based on result of this study from the 87 questionnaires that were delivered. The first finding was that 65,52% were men and 34,48% were women. Second, according to their level of education to their level education, 43,68% of respondent had a junior high school, 33,33% had a senior high school or vocational education, 13,79% had a D3 education, and 9,2% had a bachelor's degree or a D4. Third, 75,86% of respondents have worked for 6-10 years, have 18,39% have worked less 5 years, and 5,75% have worked more than 10 years. Forth, according to age groups, 75,86% of respondents were between start 18 to 35 years, 12,65% were between start 36 to 45 years, and 11,49% were between start 46 to 58 years.

Table 1. Questionnaire recapitulation result

Variable	Percentage	Information
Job Satisfaction	73,35	High
Work Motivation	74,02	High
Employee performance	64,15	High

Table 1 shows that the personal of PT. Satria Utama have a high of degree of expertise. It is demonstrate that wokers are happies with their job. Moreover, employees of PT Satria Utama have exceptionally high levels of work motivation. This demonstrates that what is work problem their focus on the solution. Lastly, the performance level of PT. Satria Utama employees are ranked high. This shows the quality and quantity of the work produced by the employee of PT. Satria Utama. However, the results of high respondents can still be improved to the very high category.

This researcher used models with the assistance of the Statistical Program for Social Science software to determine the outcomes of path analysis:

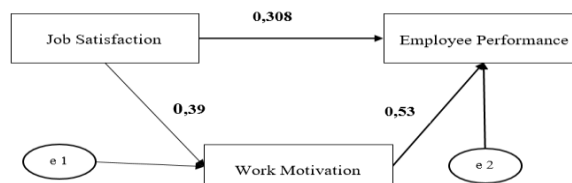


Figure 1. Research model

The impact of each independent variable on the dependent variable based on figure 1. It can be clouded that all independent factors have a positive influence on dependent variable because all variable regression have positive numbers.

Table 2. Direct effect

Regression Weight		Estimate	t	Signification
Work Motivation ←	Job Satisfaction	0,39	5,221	0,00
Employee performance ←	Job Satisfaction	0,308	6,407	0,00
Employee performance ←	Work Motivation	0,53	7,375	0,00

Based on table 2 demonstrates that coefficient is 0,39, partially the variable of job satisfaction on work motivation obtains $t_{count} = 5,221 \geq t_{table} = 1,9889$ with a Sig value of 0,000. Then it can be concluded that the Sig value is $0,05 > 0,000$, then H_1 is accepted. This shows that job satisfaction has a positive and significant effect on the work motivation. The results of this study show more high job satisfaction will

increase work motivation. The previous studies are support the findings who hypothesized that work motivation in influenced by job satisfaction (Diputra, 2014; Yasa & Dewi, 2019; Sembiring et al., 2021).

The coefficient is 0.308, partially the job satisfaction variable obtains $t_{\text{count}} = 6.407 \geq t_{\text{table}} = 1,9889$ with a Sig value of 0,000, then H_a accepted. This shows that job satisfaction has a positive and significant effect on employee performance. The findings of this study job satisfaction was influenced to employee performance, employee performance can increase by job satisfaction. The findings of previous studies are support of this study, who can be increasing employee performance by job satisfaction (Al-Sada et al., 2017; Riyanto et al., 2021; Ayundasari et al., 2017; Żerebecki & Opree, 2022).

The coefficient is 0,53, partially the work motivation variable obtains $t_{\text{count}} = 7,375 \geq t_{\text{table}} = 1,9889$ with a Sig value of 0,000, then H_a is accepted. This shows that work motivation has a positive and significant effect on employee performance. That work motivation is importance to increasing employee performance, more high work motivation able increasing work motivation. The result of this study are same as stated by others studies that enhancing employee performance by work motivation (Pancasila et al., 2020; Davidescu et al., 2020; Wahyudi, 2022).

Table 3. Indirect effect

Regression Weight		Estimate
Employee performance ←	Job satisfaction	0,207

Tables 2 and 3 show the indirect effects that take place. job satisfaction has an indirect impact on employee performance is 0,207, and it is mediated by work motivation. The findings demonstrate that the Direct Effect has a higher regression value than the Indirect Effect ($0,308 > 0,207$), making the Direct Effect Path, where job satisfaction directly Influences work motivation, the most effective approach. Because of that, job satisfaction is important to enhancing employee performance direct and indirect effect by work motivation. Organization should concern to job satisfaction, it is increasing their productivity. Several studies have found that work motivation mediates the relationship between job satisfaction and employee performance (Kurnia, 2020; Caillier, 2013; Liu et al., 2022; Sadiq et al., 2022), and this result is consistent with that finding. However, there is a difference in the Direct Effect's value being higher than the Indirect Effect's.

4. Conclusion

The result of this study was found that Job Satisfaction, Work Motivation, and Employee Performance are high level. Separately, Job Satisfaction and Work Motivation have an effect on Employee Performance positive and significant with each influenced 30,8% and 53%. Work Motivation mediates the effect of Job Satisfaction on Employee Performance with influence 20,4%, but the more effective path is direct effect of Job Satisfaction on Employee Performance the Direct Effect value is higher than the Indirect Effect's. Job satisfaction have been increasing work motivation and employee performance direct and indirect. More high job satisfaction will increase work motivation and employee performance. Because of that, job satisfaction should be a concern, it is impacted to organization.

This studies have many of limitations. First, the next researchers should use Structural Equation Model (SEM) to analyze each indicator more details, to found from weakest to strongest of indicator. Second, the numbers of the population have to more many from this research, as a comparison, to find out the differences applied with a larger sample. third, rural areas have different cultures, problems, competition and work cultures that are more complex than urban areas, if research is conducted in urban areas, it will most likely produce better research.

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