

THE INFLUENCE OF WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS MEDIATING VARIABLE AT GIANYAR REGENCY CIVIL SERVICE POLICE UNIT

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ABSTRACT

Employee performance is the result of the work of employees both in terms of quality and quantity in carrying out and completing the tasks. To increase employee performance, organizations must be able to provide motivation and satisfaction to their employees so that employees are increasingly encouraged to carry out their duties so that they can increase their overall productivity. This research aims to obtain empirical evidence of the influence of work motivation on employee performance with job satisfaction as mediating variable at the Gianyar Regency Civil Service Police Unit Office. The population in this study were all employees at the Gianyar Regency Civil Service Police Unit Office which consists of 67 employees. This study used census sampling technique. Data were collected with questionnaires. The data analysis technique uses SEM-PLS version 3.0. The research results show that motivation and job satisfaction have positive and significant effect on employee performance, motivation has positive and significant effect on job satisfaction, and job satisfaction mediates the influences of motivation on employee performance.

Keywords: work motivation; job satisfaction; employee performance

ABSTRAK

Kinerja karyawan merupakan hasil kerja karyawan baik dari segi kualitas maupun kuantitas dalam melaksanakan dan menyelesaikan tugas-tugasnya. Untuk meningkatkan kinerja karyawan, organisasi harus dapat memberikan motivasi dan kepuasan kepada karyawannya agar karyawan semakin terpacu dalam melaksanakan tugasnya sehingga dapat meningkatkan produktivitasnya secara keseluruhan. Penelitian ini bertujuan untuk memperoleh bukti empiris mengenai pengaruh motivasi kerja terhadap kinerja pegawai dengan kepuasan kerja sebagai variabel mediasi pada Kantor Satuan Polisi Pamong Praja Kabupaten Gianyar. Populasi dalam penelitian ini adalah seluruh pegawai di Kantor Satuan Polisi Pamong Praja Kabupaten Gianyar yang terdiri dari 67 orang pegawai. Penelitian ini menggunakan teknik pengambilan sampel sensus. Data dikumpulkan dengan kuesioner. Teknik analisis data menggunakan SEM-PLS versi 3.0. Hasil penelitian menunjukkan bahwa motivasi dan kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai, motivasi berpengaruh positif dan signifikan terhadap kepuasan kerja, dan kepuasan kerja memediasi pengaruh motivasi terhadap kinerja pegawai.

Kata kunci: motivasi kerja; kepuasan kerja; kinerja karyawan

INTRODUCTION

Human resources are individuals who drive an organization, and has function as organization's assets whose abilities must be trained and developed. Every organization is required to always be able to take care of its employees so that they can perform well and maintain their employees so that they can dedicate themselves to the organization where the employees work. Human resources are the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society [1].

One of the factors that influences the level of success of a company is employee performance. Performance is the work result that can be achieved by a person or group within a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals legally, without breaking the law and not conflicting with morals or ethics [2]. Meanwhile, according to [3], performance is a condition that must be known and communicated to certain parties to determine the level of achievement of an agency's results in relation to the vision carried out by an organization as well as knowing the positive and negative impacts of operational policies taken. Employee performance is behavior or activities displayed by someone in relation to work tasks in a company, department or organization, carried out in accordance with the potential they have, in order to produce something meaningful for the organization, wider community or for themselves [4].

Gianyar Regency Civil Service Police Unit is a regional government apparatus in maintaining peace and public order and enforcing regulations in an area. Gianyar Regency Civil Service Police Unit has 387 employees consisting of 67 civil servant Civil Service Police Units, 29 civil servant firefighters, 30 honorary/daily Civil Service Police Unit employees, 10 honorary/daily firefighter employees, 153 casual daily workers for Civil Service Police Unit, and 98 casual daily workers for firefighter (Civil Service Police Unit and firefighter are connected into one agency). There are several aspects that influence employee performance at the Gianyar Regency Civil Service Police Unit Office, such as work motivation and job satisfaction. There are problems related to employee performance that is less than optimal, such as the problem of lack of completion of work in a timely, thorough, careful and accurate manner as well as frequently absent due to illness or permission. Hence it is hampered in completing tasks on time and achieving minimum service standards that must be met is still not as expected.

Apart from that, work motivation can influence employee performance. Work motivation is everything that arises from a person's desires, by generating passion and desire from within a person which can influence, direct and maintain behavior to achieve appropriate goals or desires [5]. Work motivation is one of the important factors in improving employee performance which encourages someone to carry out certain activities, therefore work motivation is often interpreted as a driving factor for someone's behavior [6]. Problems related to work motivation at the Gianyar Regency Civil Service Police Unit Office are lack of enthusiasm for work, easy giving up, and difficulty in resolving tasks that must be done together in their work. The more requests there are to carry out these tasks, the less employees' performance at work will decrease. If individuals have a positive perception, they will consider work motivation as a challenge at work so that employees are more serious about doing their work and produce something that is useful for the employee or at the Gianyar Regency Civil Service Police Unit Office. [7] explains that work motivation has a positive and significant effect on employee performance. Another previous research conducted by [8] shows that work motivation has a positive and significant effect on employee performance. Likewise, research conducted by [9] explains that work motivation has a significant effect on employee performance. However, this is different from research from [10] which explains that work motivation has no significant effect on employee performance.

Apart from influencing employee performance, work motivation can also increase job satisfaction. If employees have a high level of job satisfaction, it will give employees high satisfaction in their work. This is in accordance with research conducted by [11], which explains that work motivation has a significant influence on job satisfaction. Similarly, research from [12] shows that work motivation has a significant effect on job satisfaction. It is reinforced by research from [13] where the results are there is a positive and significant contribution between work motivation and job satisfaction.

By creating good work motivation, the importance of job satisfaction on employee performance is an encouragement from a person with satisfaction with the work results achieved by employees for their work in accordance with work regulations or standards. Therefore, job satisfaction has a very close relationship with employee performance [14]. Problems related to job satisfaction at the Gianyar Regency Civil Service Police Unit Office are due to excessive work received while the amount of salary received is small, as well as a lack of interest in the work being done due to not having expertise in the field, poor

management and lack of promotional opportunities for employees whose work pretty good. Another problem is some employees are less enthusiast of carrying out work in the office or in the field as ordered by the leader. Previous research conducted by [15] stated that job satisfaction influences employee performance. Meanwhile, research conducted with [16] states that job satisfaction has a positive and significant effect on employee performance. Similarly, research conducted by [17] shows that job satisfaction has a dominant influence on employee performance. However, this is different from research conducted by [18], which states that job satisfaction has no significant effect on employee performance.

Job satisfaction is where employees are being enjoy at work or outside work. High job satisfaction will usually increase good employee performance. Lack of job satisfaction in a company or organization causes the resulting performance to be unsatisfactory and will result in delays in completing work. Research conducted by [19] explains that work motivation influences employee performance through job satisfaction. Therefore, work motivation can improve employee performance with job satisfaction as a mediator.

Goal setting theory is used to explain the relationship between variables in this study. Goal-setting theory is based on evidence that assumes that goals (ideas about the future, desired states of affairs) play an important role in action. Goal setting theory is a model of individuals who want to have goals, choose goals and become motivated to achieve goals. This theory also states that individual behavior is regulated by a person's thoughts and intentions. This theory also explains that setting goals that are challenging and whose results can be measured will be able to increase work performance followed by work abilities and skills. By using the goal setting theory approach, employee success in increasing their performance goals is achieved, while the variables of work motivation and job satisfaction are the determining factors. The higher the determining factor, the higher the possibility of achieving the goal.

RESEARCH METHODS

This research was conducted at Gianyar Regency Civil Service Police Unit Office which is located on Jalan Manik No. 15 Gianyar, Bali. The reason the researcher chose this research location was because there were problems related to problems with employee performance which were considered to be less than optimal. The research objects in this study are work motivation, employee performance and job satisfaction at the Gianyar Regency Civil Service Police Unit Office. The sample in this study was all employees at the Gianyar Regency Civil Service Police Unit Office, with total of 67 employees using census sampling

method. Data were collected through observation, questionnaires and interviews. The data analysis technique in this research uses an alternative approach based on variance or component based on SEM called partial least squares (PLS) with Smart PLS version 3.0 software.

RESULT AND DISCUSSION

Result

In this research, data processing was carried out using the partial least squares (PLS) method, using SmartPLS 3.0. The steps taken in this analysis include evaluating the measurement model, also known as the measurement model or outer model. Convergent validity is a criterion for measuring the validity of reflective indicators. An indicator is said to be valid if the outer loading coefficient is greater than 0.70. The outer model measurement results show that the outer loading coefficient for each indicator ranges from 0.732 to 0.926. An indicator is said to be valid if its outer loading coefficient is greater than 0.60 - 0.70, then all research indicators that form research variables are valid or all indicators are able to measure variables. The p-values are 0.000 which is significant at an alpha level of 0.05. This proves that the indicators that form the latent variable are valid and significant.

Apart from calculating outer loading, a discriminant validity test with cross loading is also required. An indicator is declared valid if it has the highest loading factor on the target construct compared to the loading factor on other constructs. Another discriminant validity test is by assessing the validity of variables from the average variance extracted (AVE) value. The AVE value for all variables is greater than 0.05 so the model can be said to be good. A measurement can be said to be reliable if the composite reliability and Cronbach alpha have a value greater than 0.70. composite reliability and Cronbach alpha, shows that the composite reliability value ranges between 0.911 - 0.950, and the Cronbach alpha value ranges between 0.877-0.939. Both composite reliability and Cronbach alpha show values above 0.70, this means that the variables in this research model are reliable.

The next model measurement is evaluation of the structural model (Structural Model/Inner Model). Evaluation of this structural model will be carried out using several approaches including: a) R-Square (R²), b) Q-Square Predictive Relevance (Q²), and c) Goodness of Fit (GoF). The R² value for work motivation (X) on employee performance (Y²) is 0.769, which means that 76.9% of employee performance is influenced by work motivation, while the remaining 23.1% is influenced by other factors outside the research model. The R² value is 0.849, indicated by the influence of work motivation on employee performance which is

mediated by job satisfaction. This means that the work motivation variable on employee performance is able to influence job satisfaction by 84.9%, while the remaining 15.1% is influenced by other factors outside the research model. The R² value of 0.701 is included in the strong model category according to Chin.

Q-Square Predictive Relevance (Q²) is a measure of how well the observations made provide results for the research model. The Q-Square Predictive Relevance (Q²) value ranges from 0 (zero) to 1 (one). The closer to 0 the value of Q-Square Predictive Relevance (Q²), it gives an indication that the research model is getting worse, whereas on the contrary, the further it gets away from 0 (zero) and the closer it gets to the value of 1 (one), this means the research model is getting better. The formula for calculating Q-Square Predictive Relevance (Q²), is as follows:

$$\begin{aligned} Q^2 &= 1 - (1 - R^2_1) (1 - R^2_2) \\ &= 1 - (1 - 0,769) (1 - 0,849) \\ &= 1 - (0,231) (0,151) \\ &= 1 - 0,034881 \\ &= 0,9651 \end{aligned}$$

The Q² calculation result of 0.9651 shows that 96.51% of the model can be explained through the relationship between variables in the research model, while the remaining 3.49% is other factors outside the research model. Referring to the criteria for the strength and weakness of the model based on the Q-Square Predictive Relevance (Q²) value, as stated by Latan in [20] this model is classified has strong relationship.

Goodness of Fit (GoF) is a measurement of the accuracy of the model as a whole, because it is considered to be a single measurement of outer model measurements and inner model measurements. The measurement value based on Goodness of Fit (GoF) has a value range between 0 (zero) to 1 (one). The Goodness of Fit (GoF) value that is getting closer to 0 (zero), indicates that the model is getting less good, conversely, the further away from 0 (zero) and the closer it is to 1 (one), the better the model. The formula for measuring the strength and weakness of a model based on Goodness of Fit (GoF) is:

$$\begin{aligned} \text{GoF} &= \sqrt{(\overline{\text{AVE}} \times \overline{\text{R}^2})} \\ \text{GoF} &= \sqrt{\{[(0,703+0,671+0,732)/3] \times [(0,849+0,769)/2]\}} \\ \text{GoF} &= \sqrt{[2,106/3] \times [1,61/2]} \\ \text{GoF} &= \sqrt{0,702 \times 0,80} \\ \text{GoF} &= \sqrt{0,56791} \end{aligned}$$

GoF = 0,7535

The results of the GoF calculation above show a value of 0.7535, so referring to the criteria for the strength and weakness of the measurement model through Goodness of Fit (GoF) according to Lathan and Ghozali (2015), this model is classified as a strong model.

Hypothesis testing in this research includes: the influence of work motivation on job satisfaction, the influence of work motivation on employee performance, the influence of job satisfaction on employee performance, and the role of job satisfaction as a mediating variable on the influence of work motivation on employee performance. In terms of testing hypotheses, the results of SmartPLS 3.0 data processing are displayed in image form, which are presented as follows:

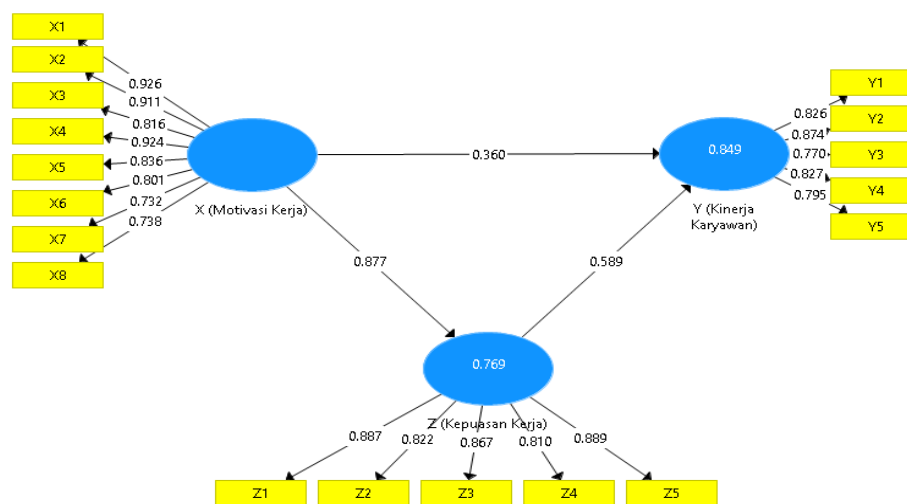


Figure 1. Results of SEM PLS model analysis

Discussion

The data analysis results show that work motivation has a positive and significant influence on employee performance. This is shown by the path coefficient from the work motivation variable to employee performance of 0.360, with a t-statistic coefficient of $2.697 > t\text{-table } 1.96$, and a significance value of $0.007 < 0.05$. The results of this test show that the second hypothesis (H2) is accepted, which states that work motivation has a positive and significant effect on employee performance. The results of this research are in line with research conducted by [7] stating that work motivation has a positive and significant influence on employee performance.

Testing of the effect of work motivation on job satisfaction shows that work motivation has a positive and significant influence on job satisfaction. This is shown from the path coefficient between work motivation and job satisfaction of 0.877 with a t-statistic

coefficient of 39.402 > t-table 1.96, and a significance value of 0.000 < 0.05. The results of this test prove the first hypothesis (H1) which states that work motivation has a positive and significant effect on job satisfaction and can be accepted. The results of this research are in line with research conducted by [21] and [22] which states that work motivation has a positive and significant effect on employee job satisfaction.

Tests regarding hypothesis of the influence of job satisfaction on employee performance show that job satisfaction has a positive and significant influence on employee performance. This is shown through the path coefficient from job satisfaction to employee performance of 0.589, with a t-statistic coefficient of 4.116 > t-table 1.96, and a significance value of 0.000 < 0.05. The results of this test prove that the third hypothesis (H3), which states that job satisfaction has a positive and significant effect on employee performance is accepted. Several previous research results presented by [23] and [15] stated that job satisfaction has a positive and significant effect on employee performance.

Testing work motivation on employee performance through job satisfaction as a mediating variable shows that work motivation has an influence on employee performance through job satisfaction as a mediating variable. This is indicated by the t-statistic coefficient of 4.170 > t-table 1.96 and the significance value is 0.000 < 0.05. The results of this test prove the fourth hypothesis (H4) which states that job satisfaction is able to mediate the influence of work motivation on employee performance to be acceptable. The results of research conducted with [24] stated that work motivation has a positive and significant effect on employee performance through job satisfaction as a mediating variable. Work motivation has a positive and significant relationship to employee performance with job satisfaction as a mediating variable [19].

CONCLUSIONS AND SUGGESTIONS

Based on the research results, the conclusions relating to the role of job satisfaction as a mediator in the influence of work motivation on employee performance at the Gianyar Regency Civil Service Police Unit Office are as follows: work motivation has a positive and significant effect on employee performance. The results of this research provide the meaning that increasing work motivation has an impact on improving employee performance at the Gianyar Regency Civil Service Police Unit Office. Work motivation has a positive and significant effect on job satisfaction. The results of this research provide the meaning that increasing work motivation has an impact on increasing job satisfaction at the Gianyar Regency Civil Service Police Unit Office. Job satisfaction has a positive and significant effect

on employee performance. The results of this research provide the meaning that increasing job satisfaction has an impact on improving employee performance at the Gianyar Regency Civil Service Police Unit Office, and job satisfaction can be a mediating variable on the influence of work motivation on employee performance. The results obtained can be interpreted as meaning that the higher the job satisfaction that comes from good work motivation, the greater the ability to improve employee performance at the Gianyar Regency Civil Service Police Unit Office.

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