

# Optimizing Employee Performance through Work Motivation and Job Satisfaction: A Case Study in a Surabaya-based Company

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**ABSTRACT** – This study examines the relationship between work motivation, job satisfaction, and employee performance in a company in Surabaya. The problem faced by the company is related to the low quality of human resources, which is an important asset and must be managed properly to provide an optimal contribution. This study aims to determine the role of work motivation on employee performance through job satisfaction. In this research method, the focus is on analyzing the effect of work motivation on employee performance, with job satisfaction as an intervening variable. The research population is all employees of the company, with a total of 84 respondents. The results of the analysis show that work motivation has a positive and significant influence on employee performance, and job satisfaction acts as an intermediate variable in the relationship.

Keywords: human resource quality, workforce, performance, work motivation, job satisfaction.

## A. INTRODUCTION

The problem often faced by a company is the low quality of its human resources. Human resources are important assets that must be managed properly by the company in order to make an optimal contribution. Labor has great potential to carry out company activities. Employees are the most important production factor. Therefore, they must have the willingness and ability to carry out the tasks assigned by the company. Performance can be viewed as both a process and a result of work. Human resource management is generally carried out to obtain the highest possible employee performance, harmonious working relationships among employees, and effective or efficient integration of resources and cooperation so that it is expected to increase work productivity (Retnowati, 2022). The implementation of good and representative

employee performance can be improved if the organization has job fulfillment and work inspiration experienced by every worker (Lestari, 2020; Handayani & Khairi, 2022). Performance is the process of how work takes place to achieve work results (Djazilan et al., 2022). Performance in the organization is carried out by all human resources in the organization, including leadership and workers (Hariani et al., 2021).

To be able to optimize the performance of employees, a leader must be able to motivate these employees (Dessler, 2009). Efforts to maintain employee motivation are very important because motivation is something that underlies each individual's decision to act and do something (Luthans, 2006). With high work motivation, employees will be more active in carrying out their work. Motivation is a process that causes individual intensity, direction, and persistence towards peak achievement (Robbins & Judge, 2015; Gani, 2022). Motivation can play a role in job satisfaction (Saleem et al., 2010; Shah et al., 2012; Saeed et al., 2013; Irfan & Hariani, 2022). The two variables have a fairly strong relationship (Arifin & Irfan, 2021).

Companies must also pay attention to job satisfaction (Irfan & Al Hakim, 2022). Employees who do not feel comfortable at work, are not appreciated, or cannot develop all the potential they have will not be able to focus and concentrate fully on work (Radjawane, 2022; Jahroni & Anjanarko, 2023). Job satisfaction is an emotional attitude that is pleasant and loves his job (Sarwar & Abugre, 2013). Job satisfaction is job satisfaction that is enjoyed on the job by getting praise for work results, placement, equipment, and a good work environment (Sarker et al., 2003; Putra et al., 2022).

Regarding the importance of motivation and job satisfaction, I researched one of the companies in Surabaya. Companies need to pay attention to

motivation and job satisfaction. By looking at and paying attention to the previous explanation, the purpose of this paper is to determine the role of work motivation in employee performance through job satisfaction.

## B. METHOD

The focus of research on employees is to analyze the effect of work motivation on employee performance, with job satisfaction as an intervening variable. The population in this study was all 84 employees, and a census was conducted.

Indicators of motivation are physiological needs, needs for well-being and security, needs for companionship and love, and requirements for actualization. Indicators of job satisfaction are satisfaction with compensation, satisfaction with actual work, satisfaction with coworkers, satisfaction with advancement, and satisfaction with work supervision. Three indicators as determinants of employee performance levels are quality, quantity, and responsibility for work. The data sources used in this study are primary data sources and secondary data sources. The instrument used in this research is a questionnaire. Pre-prepared answer options with levels of choice follow a 5-point Likert scale structure. This research uses a descriptive method and data processing using SEM with PLS. SEM analysis with PLS is an alternative technique in SEM analysis where the data used does not have to be multivariately normally distributed.

## C. RESULTS AND DISCUSSION

The validity test was carried out based on the AVE root value of the employee performance variable (0.775). The AVE root value is the square root of the AVE value. In this statement, we have an AVE root value on the employee performance variable of 0.775, an AVE root value on the work motivation variable of 0.732, and an AVE root value on the job satisfaction variable of 0.712. This value is greater than work motivation (0.732) and job satisfaction (0.712).

From the comparison of the AVE root values, the authors conclude that all constructs in the estimated model have a fairly good discriminant validity value. Discriminant validity is a measure that shows that a construct is statistically different from other constructs in the model. With the root AVE value of employee performance being higher than other variables, this indicates that employee performance has

different characteristics and is not strongly related to work motivation or job satisfaction variables.

So, overall, the conclusion from the statement is that the validity test results show that all constructs (employee performance, work motivation, and job satisfaction) have good discriminant validity, and the employee performance variable has a more dominant and separate role from the work motivation and job satisfaction variables in the model.

Reliability test to measure the superiority of a construct. The superiority of the construct score must be high enough. The composite reliability criterion is  $> 0.7$ . Work motivation (X) has a composite reliability value of  $0.866 > 0.7$ . Employee performance (Y) has a composite reliability value of  $0.814 > 0.7$ . Job satisfaction (Z) has a composite reliability value of  $0.806 > 0.7$ .

The reliability test results show that work motivation has a composite reliability value of 0.866. Because this value is greater than 0.7 (the specified criteria), work motivation is declared valid or has a high enough level of excellence in measuring the desired variable. The reliability test results show that employee performance has a composite reliability value of 0.814. Because this value is also greater than 0.7 (the specified criteria), employee performance is declared valid or has a high enough level of excellence in measuring the desired variable. The reliability test results show that job satisfaction has a composite reliability value of 0.806. Because this value is also greater than 0.7 (the set criteria), job satisfaction is declared valid or has a high enough level of excellence in measuring the desired variable. Finally, the conclusion from this statement is that the three constructs (work motivation, employee performance, and job satisfaction) have passed the established reliability criteria (composite reliability value  $> 0.7$ ) and can be considered valid in measuring the variables represented by each construct.

The calculation of the R-square value is 0.945, or 94.5%. This means that the ability of work motivation variables to influence employee performance is 94.5%, and this influence is categorized as strongly influencing employee performance. Meanwhile, the effect of work motivation through the intervening variable, namely job satisfaction, is 91.1%. This influence is categorized as strong in influencing employee performance.

The results of the analysis show the role of work motivation on performance with a t statistic of 7.126 and P values = 0.000 (<0.05). This means that work motivation has an influence on employee performance. The effect is positive and significant. There is a role of work motivation on job satisfaction, with a t statistic of 45.712 and P values = 0.000 (<0.05). This means there is an influence of work motivation on job satisfaction. The effect is positive and significant. There is a role of job satisfaction on employee performance, with a t-statistic of 2.674 and P values of 0.005 (<0.05). This means that job satisfaction affects employee performance positively and significantly

In addition, there is a t-statistic value of 2.543 and a P value of 0.006 (<0.05). In this context, the t-statistic value of 2.543 shows how much difference there is between the effect of work motivation and employee performance. The p value of 0.006 (<0.05) indicates that the p value is smaller than the specified significance level, which is 0.05. This means that the relationship between work motivation and employee performance is statistically significant.

The results of the analysis show that work motivation affects employee performance. This means there is a positive relationship between a high level of work motivation and a high level of employee performance as well. Job satisfaction is considered an intervening variable in the relationship between work motivation and employee performance. In this context, job satisfaction acts as an intermediary between work motivation and employee performance. So, the conclusion of the statement is that work motivation has a positive and significant influence on employee performance, and job satisfaction acts as a variable that mediates the relationship.

#### D. CONCLUSION

This study found that work motivation has a positive and significant effect on employee performance, and job satisfaction acts as a variable that mediates the relationship. From the conclusions that have been stated previously, the authors will then present suggestions as input for the company, namely as follows: To further improve employee performance, it is necessary for the company to make harmonious relationships within the company a top priority. In improving the quality of performance, it is better if the company continues to pay attention to a comfortable

work environment for employees. In order to increase work motivation, it is better if the company continues to pay attention to employee career paths. The company needs to pay more attention to motivation and job satisfaction for employees in order to realize better employee performance.

If you want to do further research on this topic in different places so that the data analyzed is more complete and the results obtained are more accurate because the objects seen are humans who cannot be seen changing their behavior in a short time.

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