

Original Research Article

The Role of Job Satisfaction as the Basis for Work Motivation to Improve Employee Performance in Government Organizations, Indonesia

Tutik Agustina¹, Syarif Hidayatullah², Harianto Respati^{3*}, Mokhammad Natsir⁴¹Student in Magister of Management, University of Merdeka Malang, Indonesia²⁻⁴Faculty of Economics and Business, University of Merdeka Malang, Indonesia**Article History**

Received: 04.05.2021

Accepted: 11.06.2021

Published: 18.06.2021

Journal homepage:<https://www.easpublisher.com>**Quick Response Code**

Abstract: Organizations need potential and quality human resources, both leaders and employees must make good contributions and carry out their duties optimally to achieve goals. Organizational success is influenced by employee motivation factors that have an impact on performance results, for that the organization seeks to increase employee motivation and performance in the hope that organizational goals can be achieved. This study aims to analyze the mediating role of job satisfaction in the effect of work motivation on employee performance in the Regional Development Planning, Development and Research Agency (Bappelitbangda) of Pasuruan City, Indonesia. This research was conducted using quantitative descriptive analysis and analyzed using structural equation modeling (SEM) solved by linear regression technique. The data used in this study used primary data obtained from 43 respondents. The results of this study indicate that all test results are supported by job satisfaction as a mediation of work motivation on employee performance. Togetherness activities from the indicators of social needs have been shown to have the greatest influence on work motivation variables. Colleagues can provide solutions when there is a problem from the co-worker indicator that has the greatest influence on job satisfaction variables. Responsible for office tasks from work quality indicators have been shown to have the greatest influence on employee performance variables. The provision of work motivation following the needs of employees must be maintained so that employees can improve employee performance optimally to achieve organizational goals.

Keywords: Employee performance, job satisfaction, work motivation, Indonesia.

Copyright © 2021 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution **4.0 International License (CC BY-NC 4.0)** which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

1. INTRODUCTION

Organizations in general need potential and quality human resources. Both leaders and employees must be able to make an optimal contribution to achieving organizational goals. Likewise for organizations in government. The Regional Research and Development Planning Agency (Bappelitbangda) located in the city of Pasuruan, Indonesia is a local government organization that works as a facilitator or coordinator and links directly to the top, namely the Mayor of Pasuruan. The main task of this organization is to assist regional leaders in administering the government, especially in the field of development planning with full responsibility.

This organization works based on Government Regulation Number 8 of 2006 concerning financial guidelines and performance of Government Agencies. The Pasuruan City Inspectorate has evaluated the Pasuruan City "Bappelitbangda" Performance Accountability. The implementation is guided by the Regulation of the Minister for Empowerment of State

Apparatus and Bureaucratic Reform Number 12 of 2015 concerning evaluation guidelines for the Implementation of the Performance Accountability System for Government Agencies. The evaluation is aimed at assessing the level of accountability or accountability for the results (outcomes) of the use of the budget in the context of realizing a result-oriented government and providing suggestions for the necessary improvements. The evaluation results in 2019 showed satisfactory results and the performance of this organization was classified as effective in carrying out government functions.

The effectiveness of this organization is largely determined by the employee's work motivation. As mentioned by Sutrisno (2011) that motivation is the driving force for individuals to carry out activities. Therefore, efforts are needed to generate work motivation as an encouragement for each employee. With the hope of improving employee performance. The aspect of work motivation is so important to improve the performance of employees in the Regional

Research and Development Planning Agency. As an organization that has an important role in regional development planning and is tasked with carrying out planning functions in terms of regional development. So that researchers want to examine the effect of work motivation on employee performance through job satisfaction of the Development Planning, Research and Regional Development Agency (Bappelitbangda) Pasuruan City. The subject that underlies this test is the result of previous research conducted by Ariyanti *et al*. (2019) proves that there is a strong influence between work motivation and employee performance. And also by Prakasa (2017) states that job satisfaction has a role in mediating the effect of work motivation on employee performance.

In organizations, performance is one way to measure the extent of its effectiveness. The need for organizations is to focus on improving performance and this is no longer in doubt (Pang and Lu, 2018). Robbins and Judge (2011) explain that job satisfaction can be a determinant of individual performance. And also explains that job satisfaction is a positive feeling in a job, which is the impact/result of the evaluation of various aspects of the job (Robbins and Judge, 2011). According to Handoko (2011), the relationship between work motivation and job satisfaction is quite meaningful for the organization. It can be stated that employees who get job satisfaction, the company gets direct benefits, namely the performance of the employees themselves. Therefore, it is very interesting in this study to examine the effect of increasing employee motivation on a positive impact on employee performance related to the results of audits that have been carried out by the inspectorate.

Related to information on the effectiveness of government organizations, researchers want to test whether it is true that employee job satisfaction can play a good role concerning work motivation that has been felt by employees. And is it true that this employee's work motivation has a direct impact on employee performance? The results of this study are very useful for government organizations that want to measure the effectiveness of employee job satisfaction.

2. LITERATURE REVIEW

Hasibuan (2010) said that motivation presents the driving force that raises the spirit of individual work to grow intention in working by relying on good relationships, efficient and integrated activities with everything in the work environment. Mangkunegara (2009), explains that motivation is a condition that moves employees to be able to achieve their goals and motives. According to the hierarchy of needs theory Abraham Maslow (1970) says that in every person there is a hierarchy of human needs divided into 5 levels. The level of human needs consists of: Physiological needs, safety needs, social needs, esteem needs, and self-actualization needs.

Robbins (2010) argues that performance is a function of the interaction between ability and motivation. Meanwhile, according to Mangkunegara (2016), initially, the word performance stems from the term job performance or actual performance (actual work achievement obtained by individuals). The meaning of performance is a positive consequence of action both in quantity and quality achieved by workers to carry out responsibilities. The performance instrument, according to Robbins (2010) and Rachmawati, (2018) consists of six indicators, namely: quality, quantity, timeliness, effectiveness, independence, and work commitment.

The definition of job satisfaction according to Suparyadi (2015) is a positive attitude based on the results of an evaluation of what is obtained through the results or rewards it receives. According to Hasibuan (2007), job satisfaction is an emotional attitude that is pleasant and loves work. This attitude is reflected by work morale, discipline, and work achievement. Job satisfaction indicators according to Luthans (2006) include the work itself, supervision, coworkers, promotion, and salary/wages (pay).

3. CONCEPTUAL FRAMEWORK

In showing the direction and conceptual flow of thought of this research, it is shown by a conceptual framework with the dependent variable (Y2) namely employee performance, the independent variable (X1) is work motivation and the mediating variable (Y1) is job satisfaction. Motivation is a condition that moves employees to be able to achieve their goals and motives (Mangkunegara, 2009). The hierarchy of needs theory of Abraham Maslow (1970), divides human needs as follows: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Performance is the result of work both in quality and quantity achieved by a person in carrying out his duties following the responsibilities given to him (Mangkunegara, 2002). According to Hasibuan (2007), job satisfaction is an emotional attitude that is pleasant and loves his job.

The effect of work motivation on employee performance is evidenced by Shahzadi *et al*. (2014), Ciobanu and Androniceanu (2015), Sandhu *et al*., (2017), Lusri and Siagian (2017), Prakasa (2017), Helmida and Wardani (2019), Priyanti, Rinnanik, and Madriono, (2019). The effect of work motivation on job satisfaction is evidenced by Prakasa (2017), Helmida & Wardani (2019), Priyanti *et al*. (2019). The effect of job satisfaction on employee performance is evidenced by Aziz (2016), Prakasa (2017), Helmida & Wardani (2019), Priyanti, Rinnanik, and Madriono, (2019). The proposed research hypothesis:

H1: There is a positive effect of work motivation on employee performance by mediating job satisfaction

Based on the results of previous studies, the proposed research conceptual framework is shown in Figure 1.

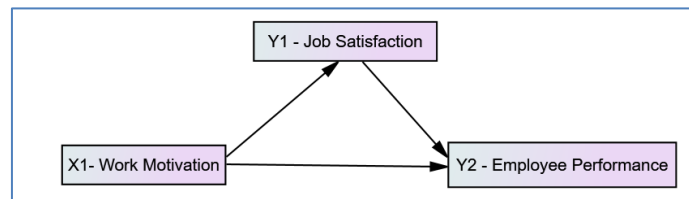


Fig-1: Research concept framework

Note:

Variables with indicators		
Exogenous	Mediation	Exogenous
X1 – Work Motivation	Y1 – Job Satisfaction	Y2 –Employee Performance
X11 – Physiological	Y11- Work itself	Y21- Work quality
X12 - Safety	Y12 – co-worker	Y22- Quantity of work
X13 - Social	Y13 – Promotion	Y23- Working hours
X14 - Esteem	Y14- Salary/wages	Y24- Effectiveness
X15 - Self-actualization		Y25- Independence
		Y26- Work commitment

3. RESEARCH METHOD

This research design includes a quantitative associative design. Analysis of the structural equation model was solved by performing multiple regression analysis to determine the effect between the variables tested. Sources of data using primary data, questionnaires are used as a tool to collect data. The questionnaire uses a Likert scale in the form of questions that have been asked to respondents by choosing answers with a score of 1 indicating strongly disagree, 2 disagree, 3 neutral, 4 agree, 5 strongly agree.

The population studied was all employees of the Regional Development Planning, Research, and

Development Agency. The sampling technique was saturated/census sampling as many as 43 permanent employees as many as 34 and 9 non-permanent employees.

3. RESEARCH RESULTS

Questionnaires were circulated manually, where respondents filled out a questionnaire sheet. The researcher assisted when distributing the questionnaire and answered the respondent's questions if the respondent did not understand the purpose of the questionnaire. A total of 43 questionnaires were collected for later analysis. Several points about the respondent's profile are presented in Table 1.

Table-1: Respondent Profile

Profile		Frequency	(%)
sex	Male	21	48,8
	Female	22	51,2
Age (year)	20 – 30	3	7
	31 – 40	20	46,5
	41 – 50	12	27,9
	51 – 58	8	18,6
Last education	High school	10	23,2
	Diploma	2	4,7
	Bachelor	16	37,2
	Postgraduate	15	34,9
Employment status	Permanent employee	34	79,1
	Non Permanent employee	9	20,9
Working time (year)	0 - 5	9	13,9
	6 - 10	19	41,9
	11 - 15	13	16,3
	16 – and more	2	7

Table 1. explains that male respondents are 21 respondents (48.8%) while female respondents are 22 respondents (51.2%). Respondent's age can be

concluded that most of the employees are between 31-40 years old as many as 20 respondents (46.5%). The latest education, most of the employees in this study

had bachelor's degrees with 16 respondents (37.2%) and 15 respondents (34.9%). Employment status, the majority of respondents as permanent employees as many as 34 respondents (79.1%). In terms of length of work, the majority of those who worked 6-10 years were 19 respondents (44.2%). It can be concluded that employees are at the level of a productive workforce with a high level of education and intelligence, and permanent employees are classified as experienced workers.

Respondents' answers were tabulated in the SPSS program and tested for validity and reliability. The test results prove that the questionnaire items can be understood by respondents with a good level of reliability. Analysis of data processing using the SPSS program. There are 3 research variables. 15 indicators and a total of 37 questions. The results of the validity test are proven to be valid, as evidenced by the probability level for each instrument not exceeding the 5% error rate. The correlation value for each instrument exceeds the cut-off (r table of 0.353).

Table-2: Summary of descriptive statistical results of respondents' perceptions

Exogenous Variable	mean	Mediation	mean
X1 – Work Motivation		Y1 – Job Satisfaction	
X11 – Physiological	normal	Y11- Work itself	normal
X12 - Safety	normal	Y12 – co-worker	highest
X13 - Social	highest	Y13 – Promotion	normal
X14 - Esteem	normal	Y14- Salary/wages	normal
X15 - Self-actualization	lowest		
Endogenous Variables			
Y21- Work quality	highest		
Y22- Quantity of work	normal		
Y23- Working hours	normal		
Y24- Effectiveness	normal		
Y25- Independence	normal		
Y26- Work commitment	normal		

The results of the analysis show that the indicator that most supports work motivation is social needs, which is reflected in the majority of employees answering strongly agree that togetherness activities (outbound) are beneficial for employees. The indicator that most supports job satisfaction is that of coworkers, which is reflected in most of the employees answering agree that coworkers can provide solutions when there are problems. And the indicator that most supports employee performance is the quality of work reflected in the majority of employees answering agree to be responsible for office tasks.

The structural equation model is built by performing linear regression twice. The results of the regression equation are as follows:

The equation of the first linear regression model: $Y1 = 0.651X1 + e1$
 Second linear regression model equation: $Y2 = 0.401X1 + 0.431Y1 + e2$

The following are the results of the structural equation model which can be seen in Figure 2:

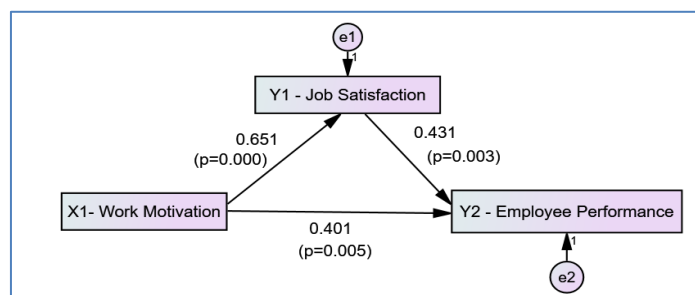


Fig-2: Structural Equation Model

Figure 2. shows the regression coefficient of work motivation has a significant effect on employee performance with a coefficient value of 0.005. The regression coefficient of work motivation has a significant effect on job satisfaction with a coefficient value of 0.000, and the regression coefficient of job satisfaction has a significant effect on employee

performance with a coefficient value of 0.003. These results also indicate that job satisfaction can mediate the direct effect of work motivation on employee performance.

The following are the results of the recapitulation of the path analysis presented in Table 3.

Table-3: Path Analysis Results

Variables	Direct effect	p.	Indirect effect	Total effect	Result
(X1) to (Y2)	0,401	0,005	-	-	Significant
(X1) to (Y1)	0,651	0,000	-	-	Significant
(Y1) to (Y2)	0,431	0,003	-	-	Significant
(X1) to (Y2) through (Y1)	0,401	0,005	0,651* x 0,431* = 0,281*	0, 682*	H1: accepted

Note: *) significant level (p) less than 0.05

5. DISCUSSION

Work motivation is proven to have a positive impact on improving employee performance. Indicators of work motivation show that the biggest contribution to improving employee performance is social needs, which is reflected in organizational leaders often holding outbound/gearing togetherness activities aimed at fostering a sense of togetherness and increasing self-actualization abilities, fostering leadership spirit, and training teamwork. This activity makes employees motivated to work better and obey the leadership. This work spirit is part of work motivation and adds to work enthusiasm. The findings of this study are in line with research conducted by Shahzadi et al., (2014), Ciobanu & Androniceanu (2015), Lusri and Siagian (2017), Godi Prakasa, (2015), which have shown a link between work motivation and performance is that there is a positional influence.

Work motivation has a positive impact on employee job satisfaction, which means that the better the work motivation, the higher the job satisfaction achieved. The indicator of work motivation that gives the biggest contribution to increasing job satisfaction is coworkers, as reflected in co-workers who can provide solutions when there are problems in their work. Providing this solution makes employees feel comfortable working with colleagues. The results of this study support the research of Prakasa (2015), Helmida and Wardani (2019), Rismayadi and Maemunah, (2016), which concludes that there is a significant influence between work motivation and job satisfaction.

Job satisfaction has a positive effect on employee performance, which means that the higher the job satisfaction, the higher the employee's performance. The biggest contribution of employee job satisfaction is the quality of work reflected in employees who are responsible for office tasks. Employee job satisfaction can be measured from its performance. An employee who is satisfied at work must be able to motivate himself, to work better, passionately, productively, and creatively by coming to work, on time, and following the target to achieve maximum results. Problem-solving solutions between employees have an impact on employee performance which is indicated by a better quality of work.

The results of this study support the research of Aziz (2016), Prakasa (2017), Helmida and Wardani (2019), Priyanti, Rinnanik, and Madriono, (2019).

5. CONCLUSIONS AND RECOMMENDATIONS

An important finding of this study is that employee job satisfaction, which is mediated by problem-solving between workers, is an important part of organizational life. Factors that influence job satisfaction are outdone activity events that are often held so that mental work motivation is formed. This collaboration between employees satisfies employees and has a positive impact on better quality of work.

The recommendation from this research is that the workload in this organization is very heavy. Employees are required to provide optimal performance in the implementation of development plans. Suggestions for leaders are required to always care about their employees by providing development or training and innovation in the field of planning. Leaders continue to provide direction so that employees are motivated towards themselves, will work better, be passionate, productive, and creative so that job satisfaction can be maintained.

REFERENCES

- Aziz, M. A. (2016). Pengaruh motivasi kerja, disiplin kerja dan lingkungan kerja terhadap kinerja melalui kepuasan kerja pada pegawai Puskesmas Kecamatan Balapulang Kabupaten Tegal. Multiplier: Jurnal Magister Manajemen, 1(1).
- Brahmajari, I. A., & Suprayetno, A. (2008). Pengaruh motivasi kerja, kepemimpinan dan budaya organisasi terhadap kepuasan kerja karyawan serta dampaknya pada kinerja perusahaan (Studi kasus pada PT. Pei Hai International Wiratama Indonesia). Jurnal Manajemen dan Kewirausahaan (Journal of Management and Entrepreneurship), 10(2), 124-135.
- Ciobanu, A., & Androniceanu, A. (2015). Civil servants motivation and work performance in Romanian public institutions. Procedia Economics and Finance, 30, 164-174.
- Handoko, T.Hani. (2011). Manajemen Personalialia & Sumber Daya Manusia, Edisi 2. Yogyakarta: BPE-Yogyakarta.

- Hasibuan, Malayu, S.P. (2010). *Manajemen Sumber Daya Manusia*, PT. Bumi Aksara, Jakarta.
- Helmida, B. E., & Wardani, R. (2019). Pengaruh motivasi terhadap kinerja melalui kepuasan kerja karyawan pt amman mineral nusa tenggara. *MEDIA BINA ILMIAH*, 14(5), 2653-2660.
- Lusri, L. (2017). Pengaruh motivasi kerja terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel mediasi pada karyawan PT. Borwita Citra Prima Surabaya. *Agora*, 5(1).
- Luthans, F. Norman, S.M. (2008). *Organizational Behavior: an Evidence-Based Approach*. New York. The McGraw-Hill.
- Mangkunegara, A.A. Anwar Prabu. (2016). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja Rosdakarya.
- Pang, K., & Lu, C. S. (2018). Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan. *Maritime Business Review*, 3(1); 36–52.
- Pariyanti, E., Rinnanik, R., & Mardiono, T. (2019). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada PT. Federal International Finance (FIF). *RELASI: JURNAL EKONOMI*, 15(2), 293-307.
- Prakasa, G. (2017). Pengaruh Motivasi Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Mediasi (Doctoral dissertation, UNIVERSITAS LAMPUNG).
- Rachmawati, I. (2018). *Manajemen sumber daya manusia*. In *International Journal of Physiology*.
- Robbins, P. S., & Coulter, M. (2010). *Manajemen*, diterjemahkan oleh Bob Sabran, Wibi Hardani. Erlangga: Jakarta.
- Robbins, S.P., & Judge. (2011). *Perilaku Organisasi*, Salemba Empat, Jakarta.
- Robbins, Stephen. P. (2006). *Perilaku Organisasi*. Jakarta: Gramedia.
- Sandhu, M. A., Iqbal, J., Ali, W., & Tufail, M. S. (2017). Effect of Employee Motivation on Employee Performance. *Journal of Business and Social Review in Emerging Economies*, 3(1), 85–100. <https://doi.org/10.26710/jbsee.v3i1.182>.
- Shahzadi, I., Javed, A., Pirzada, S. S., Nasreen, S., & Khanam, F. (2014). Impact of Employee Motivation on Employee Performance. *European Journal of Business and Management*, 6(23).
- SP, H. H. M. (2007). *Manajemen: Dasar, Pengertian, dan Masalah*. Jakarta: Bumi Aksara.
- Suparyadi. (2015). *Manajemen Sumber Daya Manusia*, Penerbit CV. Andi offset: Yogyakarta.
- Sutrisno, Edy. (2011). *Manajemen Sumber Daya Manusia Manusia*. Kencana. Jakarta.

Cite This Article: Tutik Agustina *et al* (2021). The Role of Job Satisfaction as the Basis for Work Motivation to Improve Employee Performance in Government Organizations, Indonesia. *East African Scholars J Econ Bus Manag*, 4(5), 83-88.