UDC 331

EFFECT OF MOTIVATION AND JOB SATISFACTION ON PERFORMANCE: A STUDY ON PERMANENT EMPLOYEES OF PABRIK GULA LESTARI, INDONESIA

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ABSTRACT

This research aims to explain the influence of work motivation and employee job satisfaction on employee performance, to explain the partial influence of work motivation on employee performance, and to explain the partial influence of employee job satisfaction on employee performance. This research was conducted at a sugar company named PG Lestari located in East Java Province, Indonesia. This research is explanatory research with quantitative approach. The population in this research was 280 employees. The sample used in this research was 74 employees. The sampling technique in this research was convenience sampling. This research used descriptive statistical analysis and inferential statistical analysis (multiple linear regression analysis) with the help of SPSS 24.0. The result of this research shows that work motivation, employee job satisfaction, and employee performance at PG Lestari is in a good category. Inferential analysis shows that work motivation and employee job satisfaction have a significant influence on employee performance. Partially, work motivation has a significant influence on employee performance. Partially, employee job satisfaction has a significant influence on employee performance.

KEY WORDS

Motivation, job, satisfaction, performance.

The development of the business environment today grows dynamically. The technology as a part of the smooth business process becomes more sophisticated. These conditions encourage companies to pay more attention to the resources they have, one of which is the human resources in companies. According to Sumarsono (2003), Human Resources contain two understandings. First refers to the work or service business given in the production process. Second, relates to the human ability to work to provide work or service business.

Human resources are one of the important factors in companies in addition to other factors such as capital and production techniques. As an important role in companies, human resources are expected to be active and responsive to every business activity. In addition, human resources must also be managed properly to improve employee performance and company productivity.

Giving motivation is one effort companies should do to improve employee performance. Wibowo (2015) argues that work motivation is the results of the internal and external forces collection which cause employees to choose the appropriate way of acting and to apply certain behaviors. Ideally, such behavior leads to the achievement of the business or organizational goals.

Motivation has an important role for employees and leaders because high motivation causes more enthusiasm work completion and triggers optimal results. Rivai (2009) states that motivation is a set of attitudes and values that affect individuals to achieve specific items according to individual goals. These attitudes and values are invisible but able to provide the power to encourage individual behavior in achieving their goals. Encouragement consists of two components, i.e. the direction of behavior in which an employee works to achieve the goals and the strength of behavior which illustrate how strong the individual's efforts at work.

Given that every individual in companies comes from different backgrounds, it is very important for companies to recognize the employees' needs and expectations, talents and skills, and future plans. Once companies can identify these factors, it will be easier to put

employees in the right position, causing employees to feel comfortable and more motivated at work.

Motivation can stimulate employee enthusiasm at work so they can achieve their goals. It also will improve employee productivity and therefore contributes to the achievement of business goals. Thus, once individuals are motivated, they will make a positive choice at work because it can satisfy their wants.

In accordance with their characteristics, humans have diverse and infinite needs. Needs are everything human want to have, achieve, and enjoy. Human needs rise from time to time, so people always try to meet their satisfaction. Similarly in companies, people as one of the company resources also want to meet job satisfaction. Employee job satisfaction is a major concern for companies and the community because one of the reasons someone works for a company is to achieve job satisfaction.

According to Robbins (2015), "job satisfaction is a positive feeling for the work resulting from the evaluation of its characteristics." Basically, job satisfaction is individual. Every individual has a different level of satisfaction in accordance with the applicable value system. The higher assessment of the activity according to the individual's want makes the higher individual's satisfaction for the activity. Thus, satisfaction is an evaluation that describes the individual's feelings at work: happy or displeased, satisfied or dissatisfied.

Mangkunegara (2013) asserts two factors influence job satisfaction. First, the employee conditions which include intelligence, special skills, age, gender, physical condition, education, work experience, work period, personality, emotions, viewpoint, perspectives, and work attitudes. Second, the work factors which include the work type, organizational structure, rank (class), position, supervision quality, financial security, opportunities for promotion, social interaction, and work relationship. These factors support the assumption that job satisfaction influences the employee performance in companies.

Creating employee job satisfaction is not easy. Job satisfaction can be achieved only when the influencing variables are satisfactory and acceptable for employees in companies. Individual job satisfaction can be accomplished when employees have a high work motivation to do the best at work in order to create satisfaction in accordance with their wants. Employees with a sense of satisfaction must also be supported by a comfortable working atmosphere. Therefore, employees who work comfortably in accordance with their expectations will produce a positive performance for companies.

Performance shows one's achieved work results in carrying out the assigned tasks based on ability and experience at any given time. Basically, employee performance is individual because each employee has different ability levels in doing the job. individual performance also depends on ability, effort, and opportunity. Performance is critical in achieving goals and able to encourage employees to work better in realizing business goals. Performance is related to motivation and job satisfaction, i.e. performance can be improved with high motivation and job satisfaction. The researchers aim to identify whether each company has factors affecting employee performance.

The research was conducted at a large sugar factory in East Java Province, Indonesia, i.e. Pabrik Gula Lestari. Pabrik Gula Lestari is a sugar factory under the auspices of PT. Perkebunan Nusantara X (Persero). In carrying out its daily activities, Pabrik Gula Lestari is committed to producing highly competitive sugar cane and tobacco-based products for domestic and international markets. It is in accordance with the company's mission i.e. the dedication in continuously increasing the company's values for stakeholder satisfaction through innovation leadership, teamwork, and effective organization. Human resources with high performance, serving soul, and professionalism are required. In order to maintain the sustainability of the company, Pabrik Gula Lestari must be able to manage human resources well, such as giving special attention to work motivation that is closely related to job satisfaction and employee performance. Thus, Pabrik Gula Lestari can maintain the best human resources as one of the company's assets.

This research aims to describe (1) simultaneous influence of work motivation and employee job satisfaction on employee performance; (2) the partial influence of work motivation on employee performance; (3) the partial influence of employee work satisfaction

on employee performance. With this research, it is hoped that the research can be used as additional information and inputs for the company related to motivation, job satisfaction, and performance, and as a comparison for previous research and preliminary information for future research.

LITERATURE REVIEW

Motivation. Hasibuan (2014) states that motivation is the provision of a driving force which creates employee work excitement, so they will cooperate, work effectively, and integrates with all power and effort to achieve satisfaction. Therefore, it is clear that every employee must have the needs and wants motive for their job satisfaction. Thus, supervisors should know that employees will work hard in the hope of achieving satisfaction in line with their expectations.

The best motivation theory is Maslow's hierarchy of needs. According to Maslow, every human has the five-level of needs, i.e.:

- Physiological needs as the first and basic human needs. They include food, water, shelter, sex, and other physical needs;
- Safety needs as the needs for protection from threats, dangers, conflicts, and the environment;
- Social needs which include affection, belongingness, acceptance, and friendship;
- Esteem needs as the need to be respected and appreciated by others;
- Self-actualization as the need to argue and to use ability and potential.

Job Satisfaction. Job satisfaction is basically the employees' feelings toward their work. According to Handoko (Sutrisno, 2009) job satisfaction is "... a pleasant or unpleasant emotional state of employees on their work". A person with a high level of job satisfaction shows a positive attitude towards the job and the work environment. Employees with no job satisfaction will not achieve psychological satisfaction and eventually arise in negative behavior.

Wibowo (2015) states that employee job satisfaction can be measured by the following factors:

- Pay Satisfaction. Pay satisfaction reflects employees' feelings about their salary. Pay satisfaction is based on the comparison between the salary employees want and receive.
- Co-worker Satisfaction. Coworker satisfaction reflects employees' feelings about their co-workers. Workers expect their co-workers to help at work.
- Supervision Satisfaction. Supervision satisfaction reflects employees' feelings about their supervisor. Most employees expect supervisors to help them get what they value.
- Satisfaction with the Work itself. It reflects employees' feelings about their job duties. It focuses on what employees should do.

Performance. According to Mangkunegara (2013), performance is "... the work quality and quantity achieved by employees in performing their duties in accordance with the given responsibility." According to Amstrong (Amir, 2015), performance is a concept with multiple dimensions and its measurement depends on a number of different factors. The definition states that the performance attributes are numerous with various factors.

Employee performance is a very important issue in achieving the company's goals. Performance is the real behavior displayed by each individual as work performance produced by employees in accordance with their role in the company. Performance shows the results obtained from each particular job function over a period of time. Various indicators can be used to measure employee performance. According to Sutrisno (2009), there are six performance indicators as follows:

- Work Results. It means the level of generated quantity and quality and the extent to which supervision is done.

- Knowledge of Work. It means the level of knowledge related to work assignments which directly influence the work quality and quantity.
- Initiative. It means the level of initiative during work.
- Mental Dexterity. It means the level of ability and quickness in receiving work instructions.
- Attitude. It means the level of morale and positive attitude in doing the job.
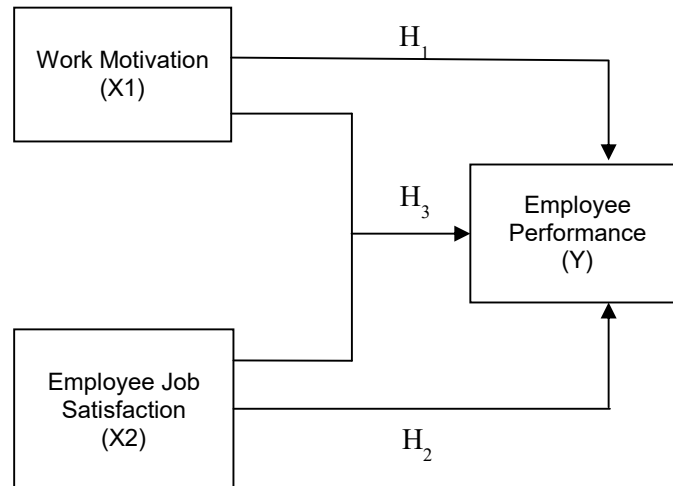- Time Discipline and Attendance. It means the level of punctuality and attendance.

Figure 1 – Hypothesis Model

H_1: It is assumed that work motivation (X1) has a significant influence on employee performance (Y).

H_2: It is assumed that employee job satisfaction (X2) has a significant influence on employee performance (Y).

H_3: It is assumed that work motivation (X1) and employee job satisfaction (X2) have a simultaneously significant influence on employee performance (Y).

METHODS OF RESEARCH

This research uses explanatory research to acquire the explanation on the occurrence of the operational variables at PG Lestari. This research employs a quantitative approach. The sample was 74 respondents with data collection using a questionnaire. Samples were selected using nonprobability sampling technique with convenience sampling. Table 1 presents the operational definition which describes the specifications used to measure the research variables.

The questionnaire result testing was completed using a multiple linear regression analysis. Multiple linear regression analysis is an analysis of two independent variables on a dependent variable. In this research, independent variables consist of Work Motivation (X1) and Employee Job Satisfaction (X2) while the dependent variable is Employee Performance (Y).

RESULTS AND DISCUSSION

Job Motivation Variable (X1). Based on the descriptive analysis results using frequency distribution, Job Motivation variable has a grand mean of 4.23. It means that permanent employees of PG Lestari have good work motivation. The highest average for Job Motivation variable is on the first item (X1.1) of 4.43 about feeling comfortable at work when the basic family needs are met. So, it can be concluded that permanent employees of PG Lestari who feel comfortable at work due to the fulfilled basic family needs are more motivated at work.

Meanwhile, the lowest average for the Work Motivation variable is the fifth item (X1.5) of 3.94 about being respected when being part of a group. So, it can be concluded that creating a sense of mutual respect when being part of a group is one considered things for permanent employees of PG Lestari to improve work motivation.

Table 1 – Concepts, Variables, Indicators, Items

Concept	Variable	Indicator	Item
Motivation (Hasibuan, 2017)	Job Motivation (X1)	Physiological needs	Fulfillment of basic family needs.
		Safety needs	Guaranteed job security.
		Social needs	Accepted presence by colleagues Accepted presence by supervisors Being respected when being part of the group
		Esteem needs	Rewards based on performance encourage better work Well treated according to the position
		Self-actualization	Opportunity to give new ideas Opportunity to continue the education
Satisfaction (Wibowo, 2015)	Employee Job Satisfaction (X2)	Pay Satisfaction	Appropriate salary in accordance with job responsibilities Appropriate bonus according to the job.
		Co-workers Satisfaction	Good communication with co-workers Work with enjoy with co-workers Good cooperative relationship with co-workers
		Supervision Satisfaction	Rewards from supervisor based on performance.
		Satisfaction with the Work itself	Work in accordance with interests Work in accordance with expectations.
Performance (Sutrisno, 2009)	Employee Performance (Y)	Work Results	Work in accordance with the company's expectations.
		Knowledge of Work	Knowledge in accordance with the field of work.
		Initiative	Initiative in dealing with problems at work.
		Mental Dexterity	Ability to receive work instructions.
		Attitude	Enthusiasm at work.
		Time Discipline and Attendance	Timeliness in the task completion. Employee attendance.

Employee Job Satisfaction Variable (X2). Based on the descriptive analysis results using the frequency distribution, Job Satisfaction variable has a grand mean of 4.04. It means that permanent employees of PG Lestari have good job satisfaction. The highest average for Employee job Satisfaction variable is on the third item (X2.3) of 4.16 about communication with co-workers. So, it can be concluded that permanent employees of PG Lestari are satisfied because they can communicate well with co-workers. The lowest average for Employee Job Satisfaction variable is on the second and sixth item of 3.90. The second item contains a statement regarding bonuses in accordance with work. The sixth item is reward based on performance. It means that bonuses in accordance with work and reward based on performance are two important things PG Lestari needs to consider in order to increase employee job satisfaction.

Employee Performance Variable (Y). Based on the descriptive analysis results using the frequency distribution, Employee Performance variable has a grand mean of 4.13. It means that permanent employees of PG Lestari have a good performance. The highest average for the Employee Performance variable is the seventh (Y7) item of 4.27 about attendance. So, it can be concluded that permanent employees of PG Lestari have a good attendance level at work. The lowest average is on the second item (Y2) of 3.99 about the knowledge in accordance with the field of work. It means that the knowledge in accordance with the field of work is an important thing PG Lestari needs to consider in order to improve employee performance.

Table 2 – Results of Multiple Linear Regression Analysis

Predictor	Coefficients	SE of Coefficients	T_{count}	Sig	Note
(Cons)	5.008	3.714	1.348	0.182	Sig
Work Motivation	0.193	0.085	2.276	0.026	Sig
Employee Job Satisfaction	0.513	0.095	5.413	0.000	Sig
Standard Error of Estimate		= 1.789			
R Square		= 0.408			
Adjusted R Square		= 0.391			

Source: processed primary data, 2018.

Table 3 – Results of F test

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	147.913	2	73.957	23.113	0.000
Residual	214.387	67	3.200	-	-
Total	362.300	69	-	-	-

Source: processed primary data, 2018.

Influence of Work Motivation and Employee Job Satisfaction on Employee Performance. Based on multiple linear regression analysis, work motivation and employee job satisfaction variables have sig F-value (0.000) <a = 0.05. Thus, work motivation and employee job satisfaction variables have a significant influence on employee performance. Based on the R square value, work motivation and employee job satisfaction variables give influence or contribution to employee performance variable of 0.391 (39.1%) while the rest is influenced by another variable not discussed in this research. These influencing factors include ability, expertise, work design, leadership, and organizational culture. Thus, it can be concluded that the work motivation and employee job satisfaction are important factors that must be considered by the company in order to improve employee performance.

Influence of Work Motivation on Employee Performance. Based on the t-test result on work motivation variable, the sig t-value (0.026) <a = 0.05 is obtained. So, work motivation variable has a significant influence on employee performance. Job motivation variable has t_{count} = 2.276 and t_{table} = 1.996, so t_{count} > t_{table}. Hence, it can be concluded that work motivation variable has a partial influence on employee performance. The descriptive analysis results in this research show that the average answer of the items on the work motivation variable is in a good category with the grand mean value of 4.23. It proves that permanent employees of PG Lestari agree in the fulfillment of the basic family needs, guaranteed security at work, accepted presence by colleagues, accepted presence by supervisors, being respected when being part of the group, rewards based on performance, well treated according to the position, the opportunity to give new ideas, and the opportunity to continue the education. Theoretically, it is supported by Mangkunegara's (2013) statement that motivation is shaped from the employee attitude in dealing with work situations. Employees are able to achieve maximum performance if they have high achievement motives. The results of this research support previous research by Ramadan (2017) and Luthfi (2014) which states that work motivation has a significant influence on employee performance.

Influence of Employee Job Satisfaction on Employee Performance. Based on the t-test results on employee job satisfaction variable, the sig t-value (0.000)<a = 0.05 is obtained. So, employee job satisfaction variable has a significant influence on employee performance. The descriptive analysis results in this research show that the average answer of items on employee satisfaction variable is in a good category with the grand mean value of 4.04. It proves that permanent employees of PG Lestari agree in the appropriate salary in accordance with job responsibilities, the appropriate bonus according to the job, good communication with co-workers, work with enjoy with co-workers, good cooperative relationship with co-workers, rewards from supervisor based on performance, work in accordance with interests, and work in accordance with the company's expectations. The empirical results of this research contradict with previous research by Afifah (2017) which

states that employee job satisfaction does not have a significant influence on employee performance, but has an indirect influence through employee motivation.

Research Limitations. This research initially used a probability sampling technique with simple random sampling. However, at the time of the research in the field, the sampling technique used was non-probability sampling technique with convenience sampling because the research questionnaire could be distributed and filled by employees in the office at that time. The weakness of non-probability sampling technique is the weak generalization. For further research, it is better to use a probability sampling technique when the number of population is known with certainty.

CONCLUSION

Based on the research results on the Influence of Motivation and Job Satisfaction on Performance on permanent employees of PG Lestari, some conclusions can be drawn as follows:

- Based on the descriptive statistical analysis results, it can be seen that Job Motivation variable (X1) has a grand mean of 4.23. It means that permanent employees of PG Lestari have good work motivation.
- Based on the descriptive statistical analysis results, it can be seen that Job Satisfaction variable (X2) has a grand mean of 4.04. It means that permanent employees of PG Lestari have good job satisfaction.
- Based on the descriptive statistical analysis results, it can be seen that the Employee Performance variable (Y) has a grand mean of 4.13. It means that permanent employees of PG Lestari have good performance.
- Based on the simultaneous testing (F test) results, it can be seen that job motivation variable (X1) and employee job satisfaction (X2) have a significant simultaneous influence on employee performance (Y) of permanent employees of PG Lestari. This is evidenced by the results of simultaneous test calculations (F test) where the value of $F_{count} > F_{table}$ is 23.113>3.13 or the value of sig F (0.000) <a = 0.05.
- Based on the partial test (t-test) results, work motivation (X1) has a significant partial influence on employee performance (Y). This is evidenced by the calculation results of $t_{count} = 2.276$ and $t_{table} = 1.996$ so $t_{count} > t_{table}$ and sig t value (0.026) <a = 0.05.
- Based on the partial test (t-test) results, employee job satisfaction (X2) has a significant partial influence on employee performance (Y). This is evidenced by the calculation results of $t_{count} = 5.413$ and $t_{table} = 1.996$ so $t_{count} > t_{table}$ and sig t value (0.000) <a = 0.05.

Suggestions. Based on the research conclusions, the researchers propose some suggestions for PG Lestari and other parties as follows:

1. The results of this research indicate that Performance can be significantly influenced by Work Motivation and Job Satisfaction. Based on this, PG Lestari should maintain and supervise the employee activities in the company to generate better performance continuously.
2. The descriptive statistical analysis results show that Employee Job Satisfaction has the lowest score/mean of all research variables. The lowest averages for employee job satisfaction variables are in the salary indicator (pay satisfaction) and supervisors (supervision satisfaction) of 3.90. Based on this, it is expected that PG Lestari can pay more attention to salary policies and the reward fairness from the supervisors to the employees based on performance.
3. Suggestion for further researchers is to develop this research by considering other variables outside the variables in this research, considering the independent variable is an important factor which influences the dependent variable or employee performance in this research.

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