

## How Job Satisfaction in Mediation the Effect of Work Motivation on Employee Performance

Muhammad Andi Prayogi<sup>1\*</sup>, Ayu Trya<sup>2</sup>

Universitas Muhammadiyah Sumatera Utara<sup>1,2</sup>

Jl. Kapten Mochtar Basri No. 3 Medan 20238

Correspondence Email: muhammadandi@umsu.ac.id

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#### ABSTRACT

This study aims to see how the role of job satisfaction in mediating the effect of work motivation on employee performance at PT. Fajar Agung Bengabing, North Sumatra Province. The total population in this study amounted to 63 respondents, while the research sample was the entire population (saturated sample) of 63 respondents. The data analysis technique used SEM-PLS 3.0. SEM-PLS is a powerful analytical method because it is not based on many assumptions and the data does not have to have a multivariate normal distribution (indicators with categorical, ordinal, interval to ratio scales can be used on the same model). The results of this study are work motivation has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee job satisfaction, job satisfaction has a positive effect on employee performance, and job satisfaction plays a role in mediating the effect of work motivation on employee performance at PT. Fajar Agung Desa Bengabing North Sumatra Province

**Keywords:** Job Satisfaction; Work Motivation; Employee Performance

## INTRODUCTION

Every company organization certainly has a target or goal to be achieved in each of its activities (Ingsih et.al, 2021). Employees are the main movers in a company, therefore employees must be careful not to let an employee work not in accordance with the goals that have been set. Employees will work well if they feel they enjoy the work they are doing, don't let an employee feel stressed at work. Many factors cause an employee to experience stress at work, including piling work, financial factors, conflicts with fellow co-workers and worries about the future (Novriana et.al, 2021).

Stress has an impact on performance which results in employee dissatisfaction at work. Performance is a result of work based on quantity and quality carried out by an employee based on the responsibilities given to him (Mangkunegara, 2017). One of the challenges for a manager today is how to increase loyalty and job satisfaction for an employee (Zanabazar & Jigjiddorj, 2021). Job satisfaction is an essential factor in influencing the company's organizational performance, which must be a major concern in business whether an employee can be retained or not (Harter, Schmidt, & Hayes, 2002; Latif, Ahmad, Qasim, Mushtaq, Ferdoos, & Naeem, 2013).

Employee satisfaction factors not only have an impact on service quality, but also on improving the quality of human resources within the company so as to create a competitive advantage for the company. Job satisfaction itself is defined as a positive attitude based on the results of an evaluation of what is needed or desired to be obtained through the efforts made in carrying out a job with the results or rewards it receives (Suparyadi, 2015). Job satisfaction is something that can be measured by the difference between what should have happened and the perceived reality (Kreitner & Kinicki, 2014). There are five indicators of job satisfaction, namely: a) job content, b) supervision, c) opportunities for advancement, d) wages, and e) coworkers (Sisca et.al, 2020). Meanwhile, to achieve a job satisfaction it must achieve aspects, including: a) salary, b) promotion, c) supervision, d) additional allowances, e) rewards, f) work procedures and regulations, g) coworkers (Spector, 2013). Corporate organizations are currently trying to increase job satisfaction by providing rewards in the form of incentives so that employees work optimally in accordance with what is expected (Pang & Lu, 2018). Basically in various countries there is increasing competition in the employee recruitment system, which in the company organization there is an increase in employee turnover.

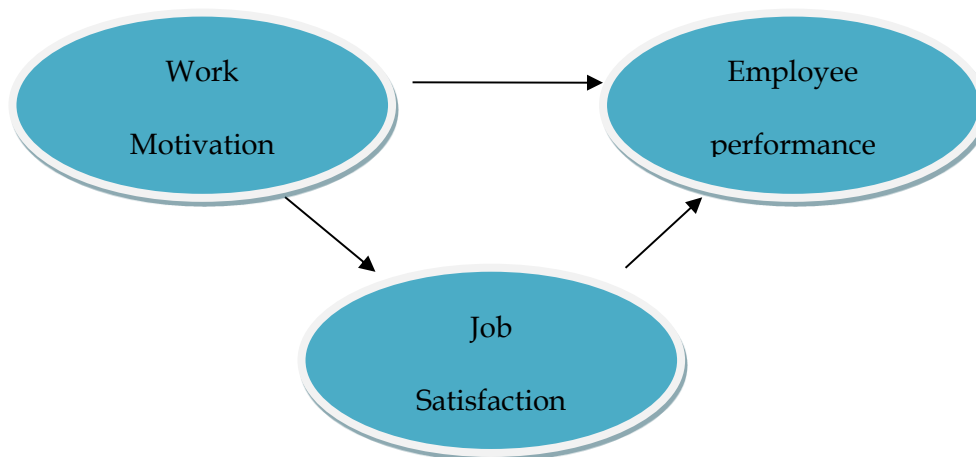
A person working, of course, is expected from a job that is done, not only to achieve the goals of the company where he works. Motivation from a leader is needed in achieving the goals to be achieved. The existence of feeling appreciated or giving awards from a leader will spur better performance. Provision of adequate salary is one of the factors of job satisfaction from an employee (Stringer et.al, 2011). Motivation is a series of actions to act on a series of human behavioral processes by considering direction, intensity, and persistence, in achieving goals (Wibowo, 2016). The factors that influence motivation are: a) promotion, b) work performance, c) the work itself, d) rewards, e) responsibility, f) recognition, g) success in work (Sunyoto, 2013). Employee motivation has an important role, because with this motivation it is expected that each individual employee will work hard and be enthusiastic to achieve good performance. Motivation must be carried out by leaders to their subordinates because of the dimensions of the division of work to be done as well as possible. Measuring tools of a motivation, namely: a) employee behavior, how employees choose how to behave in working in a company. Employees who have good behavior indicate that the employee is motivated to work, b) employee efforts, the efforts made by employees during work. The harder the employee's effort indicates the higher his motivation in working and

carrying out his duties, c) employee persistence, the willingness of employees to continue to work despite obstacles, obstacles and problems in their work. The higher the persistence of employees at work indicates that employees have high work motivation (George & Jones, 2005). Motivation basically has a very important role, with motivation it is expected that every individual who works can work hard and be enthusiastic to achieve maximum performance.

Performance is a result both in quality and quantity achieved by an employee in carrying out his duties and responsibilities (Mangkunegara, 2017). Performance is a function of motivation and ability in order to carry out the task or work of a person that is adjusted to the level of ability possessed (Rivai, 2014). Factors that affect performance are: 1) Effectiveness and efficiency, 2) Authority and responsibility, 3) Work discipline, 4) Initiative (Sutrisno, 2016). As for the indicators of employee performance, namely: 1) Objective, 2) Standard, 3) Feedback, 4) Tools and facilities, 5) Competence, 6) Motive, 7) Opportunity (Wibowo, 2016). A hypothesis is a presumption or assumption that must be tested through data or facts obtained through research. The hypotheses of this study are as follows:

- H1: Work motivation affects employee performance
- H2: Work motivation affects job satisfaction
- H3: Job satisfaction affects employee performance
- H4: Work motivation affects employee performance mediated by job satisfaction

The model from this study that links work motivation variables to employee performance mediated by job satisfaction is as follows:



## RESEARCH METHOD

The approach in this study is to use an associative approach. According to (Juliandi et.al, 2015) the associative approach is a research approach where the researcher aims to analyze the problem that there is a relationship between one variable and other variables. This study also uses a quantitative approach that describes and summarizes various conditions, situations and variables. Data analysis is quantitative/statistical with the aim of testing the established hypothesis. The total population of this study amounted to 63 employees, the number of samples is the whole of the existing population that is equal to 63 people. If the total population is less than 100 people, then the total sample is taken as a whole or called a saturated sample, but if the

population is greater than 100 people (Arikunto, 2012). The technique for analyzing the research data is using SEM-PLS 3.0. SEM-PLS is a powerful analytical method because it is not based on many assumptions and the data does not have to have a multivariate normal distribution (indicators with categorical, ordinal, interval to ratio scales can be used in the same model). PLS has many advantages over other SEM techniques that make it well suited to this study (Bontis et.al, 2007).

## RESULTS

Smart PLS is used in processing statistical data such as testing reliability, validity, calculating the magnitude of the combination of the dependent and independent variables (R-Square), seeing how all the independent variables together influence the dependent variable (F-Square) and so on.

### Reliability Test

Construct reliability is a test to measure the level of reliability of a construct. The reliability score of a construct must be high enough. The composite reliability criterion is  $> 0.6$  (Juliandi, 2018).

**Table 1. Composite Reliability**

| <i>Variable</i>          | <i>Composite Reliability</i> |
|--------------------------|------------------------------|
| Employee Performance (Y) | 0.809                        |
| Job Satisfaction (Z)     | 0.811                        |
| Work Motivation (X)      | 0.790                        |

Source: SmartPLS 3.0 Data Processing Results

From table 1 above, it can be concluded that Employee performance variable (Y) is reliable, because the composite reliability value of employee performance (Y) is  $0.809 > 0.6$ , The job satisfaction variable (Z) is reliable, because the composite reliability value of job satisfaction (Z) is  $0.811 > 0.6$ , and the work motivation variable (X) is reliable, because the composite reliability value of work motivation (X) is  $0.790 > 0.6$ .

### Discriminant Validity

Discriminant validity is a test to see the extent to which a construct is really different from another construct (constructs are unique). As for the latest measurement criteria, the best is to see the value of the Heterotrait-Monotrait Ratio (HTMT). If the HTMT value is  $< 0.90$  then a construct has good discriminant validity (Juliandi, 2018).

**Table 2. Heterotrait-Monotrait Ratio (HTMT)**

|                          | Job satisfaction (Z) | Employee performance (Y) | Work Motivation (X) |
|--------------------------|----------------------|--------------------------|---------------------|
| Job Satisfaction (Z)     |                      |                          |                     |
| Employee Performance (Y) | 0.618                |                          |                     |
| Work Motivation (X)      | 0.645                | 0.720                    |                     |

Source: SmartPLS 3.0 Data Processing Results

The test results from table 2 Heterotrait-Monotrait Ratio (HTMT) above can be concluded as follows: (a) Variable X (work motivation) to Y (employee performance) has a Heterotrait-Monotrait Ratio  $0.720 < 0.90$ , meaning good discriminant validity or

completely different from other constructions (the construct is unique), (b) Variable X (work motivation) to Z (job satisfaction) Heterotroit-Monotrait Ratio value  $0.645 < 0.90$ , meaning that discriminant validity is good, or completely different from other constructions (the construct is unique), (c) variable Z (job satisfaction) to Y (employee performance) Heterotroit-Monotrait Ratio  $0.618 < 0.90$ , meaning that the discriminant validity is good or completely different from other constructions (the construct is unique).

### R-Square

The criteria for an R-Square calculation are: (a) if the value (adjusted) = 0.75 → the model is substantial (strong), (b) if the value (adjusted) = 0.50 → the model is moderate, (c) if value (adjusted) = 0.25 → the model is weak (bad) (Juliandi, 2018).

**Table 3. R-Square**

|                          | R-Square | R-Square<br>Adjusted |
|--------------------------|----------|----------------------|
| Job Satisfaction (Z)     | 0.563    | 0.556                |
| Employee Performance (Y) | 0.878    | 0.874                |

Source: SmartPLS 3.0 Data Processing Results

The results of testing the R-square value in Table 3 above, namely: R-Square Adjusted path model I = 0.556. This means that the ability of the variable X (work motivation) in explaining Z (job satisfaction) is 55.6%, thus the model is classified as moderate (moderate); and (2) R-Square Adjusted Path II = 0.874, which means that the ability of the variables X (work motivation) and Y (employee performance) to explain Y (employee performance) is 87.4%, thus the model is substantial (strong).

### F-Square

Measurement of F-Square or effect size is a measure used to assess the relative impact of a variable that affects (exogenous) on the variable that is affected (endogenous). Measurement (F-square) is also called the effect of change. That is, changes in value when certain exogenous variables are removed from the model can be used to evaluate whether the omitted variables have a substantive impact on endogenous constructs (Juliandi, 2018). The F-Square criteria according to (Juliandi, 2018) are as follows: (1) If value = 0.02 → Small effect of exogenous variables on endogenous variables; (2) If value = 0.15 → Moderate effect of exogenous variables on endogenous variables; and (3) If the value = 0.35 → The large effect of the exogenous variable on the endogenous.

**Table 4. F-Square**

|                          | Job satisfaction (Z) | Employee performance (Y) | Work motivation (X) |
|--------------------------|----------------------|--------------------------|---------------------|
| Work motivation (X)      | 1,287                | 2.126                    |                     |
| Job satisfaction (Z)     |                      | 0.154                    |                     |
| Employee performance (Y) |                      |                          |                     |

Source: SmartPLS 3.0 Data Processing Results

The conclusions from the F-Square value in table 4 above are as follows: (1) Variable X (work motivation) to Y (employee performance) has a value of = 2.126, then the large effect of exogenous variables on endogenous; (2) Variable X (work motivation) to Z (job satisfaction) has a value of = 1,287, so the effect of exogenous variables on endogenous variables is large; (3) Variable Z (job satisfaction) to Y (employee performance) has a value of = 0.154, hence the large effect of exogenous variables on endogenous.

### Direct Effects

The purpose of the direct effect analysis is to test the hypothesis of the direct effect of a variable that affects (exogenous) on the variable that is influenced (endogenous) (Juliandi, 2018).

**Table 5. Direct Effects**

|  | Original Sample (O) | P-Values |
|--|---------------------|----------|
| Work Motivation (X) -> Employee Performance (Y)  | 0.771               | 0.000    |
| Work Motivation (X) -> Job Satisfaction (Z)      | 0.750               | 0.000    |
| Job Satisfaction (Z) -> Employee Performance (Y) | 0.207               | 0.014    |

Source: SmartPLS 3.0 Data Processing Results

The results of the path coefficient in Table 5 show that all path coefficient values are positive (as seen in the original sample), including: (1) X to Y: path coefficient = 0.771 and P-Value = 0.000 (< 0.05) that is, the effect of X (work motivation) on Y (employee performance) is positive and significant; (2) X to Z: path coefficient = 0.750 and P-Value = 0.000 (< 0.05), meaning that the effect of X (work motivation) on Z (job satisfaction) is positive and significant; (3) Z to Y: path coefficient = 0.207 and P-Values = 0.014 (< 0.05), meaning that the effect of Z (job satisfaction) on Y (employee performance) is positive and significant.

### Indirect Effect

The purpose of the indirect effect analysis is useful in testing the hypothesis of the indirect effect of a variable that affects (exogenous) on an affected variable (endogenous) mediated by an intervening variable (mediator variable) (Juliandi, 2018). The criteria for determining the indirect effect (Juliandi, 2018) are: (1) if the P-Values value < 0.05, then it is significant, meaning that the mediator variable (Z/job satisfaction) mediates the effect of the exogenous variable (X/motivation) work) to endogenous variables (Y/employee performance). In other words, the effect is indirect and (2) if the P-Values > 0.05, it is not significant, meaning that the mediator variable

(Z/job satisfaction) does not mediate the effect of an exogenous variable (X/work motivation) on an endogenous variable (Y). /employee performance).

**Table 6. Indirect Effect**

|   | <b>Original Sample</b> | <b>P-Values</b> |
|---|------------------------|-----------------|
| Work motivation (X) -> Job satisfaction (Z) -> Employee performance (Y) | 0.156                  | 0.020           |

Source: SmartPLS 3.0 Data Processing Results

The indirect effect value shown in table 6. The indirect effect of work motivation (X) -> job satisfaction (Z) -> employee performance (Y) is 0.156, with P-Values 0.020 > 0.05 (significant), then Z (job satisfaction) ) mediates the effect of X (work motivation) on Y (employee performance).

### **Total Effect**

*Total effect* is the total of direct and indirect effects (Juliandi, 2018).

**Table 7. Total Effect**

|  | <b>Original (O)</b> | <b>Sample</b> | <b>P-Values</b> |
|--|---------------------|---------------|-----------------|
| Work motivation (X) -> Employee performance (Y)  | 0.927               | 0             | 0.00            |
| Work motivation (X) -> Job satisfaction (Z)      | 0.750               | 0             | 0.00            |
| Job satisfaction (Z) -> Employee performance (Y) | 0.207               |               | 0.014           |

Source: SmartPLS 3.0 Data Processing Results

The results of the total effect values in table 7 above are as follows: (1) The total effect for the relationship between X (work motivation) and Y (employee performance) is 0.927; (2) The total effect for the relationship between X (work motivation) and Z (job satisfaction) is 0.750; (3) The total effect for the relationship between Z (job satisfaction) and Y (employee performance) is 0.207.

## **DISCUSSION**

### **The Effect of Work Motivation on Employee Performance**

Based on the results of hypothesis testing (H1), partially obtained the influence of work motivation on employee performance, X to Y with path coefficient = 0.771 and P-Value 0.000 with a significant level of  $0.000 < 0.05$  from these results it can be concluded that there is a positive influence and significant relationship between work motivation and employee performance. Work motivation gives a reason that someone has to work well in accordance with the procedures, standards and targets set by the company. Work motivation is a person's encouragement to work, for example, a large salary, a nurturing leader, adequate work facilities, a comfortable work environment and pleasant co-workers and others. This is in accordance with the results of research conducted by (Harahap & Tirtayasa, 2020), (Jufrizen & Pulungan, 2017), (Fachrezi & Pasaribu, 2020), (Carvalho et.al, 2020), (Nurdiansyah et.al, 2020), (Riyanto et.al, 2021), (Ihsani & Wijayanto, 2020), (Kurniawanto et.al., 2022), concluded that work motivation has an effect on employee performance.

### **The Effect of Work Motivation on Job Satisfaction**

Based on the results of hypothesis testing (H2), partially the effect of work motivation on job satisfaction, X to Z with path coefficient = 0.750 and P-Value 0.000 with a significant level of  $0.000 < 0.05$  from the results it can be concluded that there is a positive and significant influence between work motivation on job satisfaction. Bi motivations are caused by internal or external factors. Internal factors come from the needs and desires that exist within a person's personality, while external factors explain the forces that exist within individuals who are influenced by internal factors controlled by managers. Thus the workforce can be motivated through many factors, not only money or the desire for satisfaction, but also the need for achievement and meaningful work. Motivation itself is defined as a mover or drive in humans that can cause, direct, and organize behavior (Darmawan, 2013). This is in accordance with research conducted by (Meidita, 2019), (Rashid & Tanjung, 2020), (Sultana et.al, 2021), (Meilani et.al, 2020) concluded that Job satisfaction has an effect on employee performance.

### **The Effect of Job Satisfaction on Employee Performance**

Based on the results of hypothesis testing (H3), partially the effect of job satisfaction on employee performance, Z on Y with path coefficient = 0.207 and P-value 0.014 with a significant level of  $0.014 < 0.05$  from these results it can be concluded that there is a positive and significant effect between job satisfaction on employee performance. which can affect employee performance, namely job satisfaction. Job satisfaction can determine the level of high or low employee performance. The existence of a level of job satisfaction is expected to improve employee performance so that it can achieve the goals expected by the company in obtaining good work results in producing good productivity. This is in accordance with research conducted by (Rosmaini & Tanjung, 2019), (Sari & Susilo, 2018), (Nasution, 2018), (Egenius et.al, 2020), (Syardiansah et.al, 2020), (Ratri & Wahjudono, 2021) who concluded that job satisfaction affects employee performance.

### **The Effect of Work Motivation on Employee Performance Through Job Satisfaction**

Based on the test results of the hypothesis (H4), simultaneously the effect of work motivation on employee performance through motivation, X to Y through Z with path coefficient = 0.156 and P-Value 0.020 with a significant level of  $0.020 < 0.05$  from these results concluded that there is a positive influence and There is a significant relationship between work motivation and employee performance through job satisfaction. Employee performance is influenced by work motivation through job satisfaction. Good work motivation and as expected by employees are able to satisfy employees in carrying out and completing work with good results. This is in accordance with research conducted by (Helmida & Wardani, 2019), (Saragih et.al, 2020), (Nazah et.al, 2021), (Listiani, Lumbanraja, & daulay, 2022), (Romadhani, Kirana & Subiyanto, 2022) who concluded that work motivation affects employee performance through job satisfaction.

## **CONCLUSION**



The big challenge faced by every company is how to retain its employees so that they can still work optimally in order to achieve the goals set by the company organization. Job satisfaction can occur not only from the money factor alone, but how a leader can motivate every employee to always work better from day to day. The results of the research conducted are that work motivation has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee job satisfaction, job satisfaction has a positive effect on employee performance, and job satisfaction plays a role in mediating the influence of work motivation on employee performance at PT. Fajar Agung Desa Bengabing North Sumatra Province.

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