

# Analysis of The Effect of Motivation and Job Satisfaction on Employee Performance in PT Gagas Energi Indonesia Jakarta

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**Abstract** — Human resources are one of the main elements that occupy a very strategic position, meaning that the human element plays a very important role in carrying out activities to achieve company goals. For this reason, high motivation and job satisfaction are needed to improve employee performance which in turn will increase the competitiveness of the company. The purpose of this study is to determine and analyze motivation and job satisfaction both partially and simultaneously on employee performance. This research was conducted at PT. Gagas Energi Indonesia towards 100 employees and the data collected is processed with multiple regressions with SPSS version 25. The results show that motivation has a positive and significant effect on employee performance, job satisfaction has a positive and significant effect on employee performance, motivation, and job satisfaction simultaneously have a positive effect and significant to Employee Performance.

**Keywords** — Motivation, Job Satisfaction and Employee Performance.

## I. INTRODUCTION

The era of globalization has an impact on the business world. Globalization has created intense competition among companies to get the target market share. With globalization, the business world is inevitably encouraged to achieve an effective and efficient corporate organization. Effectiveness and efficiency in a company are needed so that the company can have more competitiveness and advantages than competitors so that the company can survive in a world of fierce competition.

Seeing the importance of employees in the organization, employees need more serious attention to the tasks they are doing so that organizational goals are achieved. With high work motivation, employees will work harder in carrying out their work. Conversely, with low work motivation, employees do not have work enthusiasm, give up easily, and have difficulty completing their work.

Basically, job satisfaction is an individual thing. Each individual has a different level of job satisfaction according to the wishes and value systems

The more aspects of the job that are under the wishes and value systems of the individual, the higher the level of satisfaction obtained. Likewise, on the contrary, the more aspects of the job that are not under the wishes and value systems adopted by the individual, the lower the level of satisfaction obtained. Every company actually needs a working system that takes the job satisfaction of its employees seriously

To create high performance, it is necessary to increase optimal work and be able to utilize the potential of Human Resources owned by employees to create organizational goals, so that it will make a positive contribution to organizational development. Also, organizations need to pay attention to various factors that can influence employee motivation; in this case, the role of the organization is needed in increasing motivation and creating a conducive work environment to encourage professional attitudes and actions in completing work under their respective fields and responsibilities

Human resources play a role in processing and utilizing resources and materials so that they become products. Therefore, to improve performance, it is necessary to pay attention so that human resources can work efficiently and show performance that can contribute to productivity is a fundamental problem of various management and leadership concepts.

Performance refers to the work performance of employees measured based on standards or criteria established by the organization. Management to achieve very high employee performance, especially to improve overall organizational performance.

## II.

## LITERATURE REVIEW

### *Motivation*

Motivation in management is shown in human resources in general and subordinates in particular. Motivation questions how to direct the power and potential of subordinates so that they are willing to work together productively to achieve and achieve predetermined goals. The importance of motivation because it causes, channels, and supports human behavior so that they are willing to work hard and enthusiastically to achieve optimal results.

Motivation comes from the Latin word *movere* which involves encouragement, desire, cause, or reason for someone doing something. According to Manullang in personnel management (2002), motivation is the provision of enthusiasm for work to employees. By providing motivation, it is intended to provide an incentive to the employee concerned so that the employee works with all his efforts. Meanwhile, according to Handoko (2011), motivation is defined as a situation in a person's personality that encourages an individual's desire to carry out certain activities for a purpose.

A person's needs are the basis for a motivational model. A need is a deficiency that is felt by a person at a certain time which creates tension that causes desire. Employees will try to cover their shortcomings by doing an activity that is better at carrying out their work. By doing more and better activities, employees will get better results so that their desires can be fulfilled. Desires that arise in employees can come from within themselves or from outside themselves, both from their work environment and from outside their work environment. Motivation is not something that stands alone, but several factors influence it.

In principle, an employee is motivated to carry out his duties depending on the strength of the motives that influence him. Employees are humans and humans are creatures who have a lot of inner needs. These needs generate motives that underlie individual activity. However, someone will act or act in certain ways that lead to satisfying employee needs based on motives that are more influential at that time.

Arep (2013) has nine motivational factors, of which the nine can be summarized into six broad factors, namely:

1. Factors of human needs
1. Basic needs (economical)

The basic needs referred to here are the needs for food, clothing, and housing which are commonly referred to as necessities primary. To fulfill this basic need, someone will work hard by giving everything he can, because of the needs of food, clothing, and housing are the most basic needs that must be fulfilled.

2. The need for security (psychological)

Included in the category of psychological needs here include the need for status, recognition, appreciation, and so on. According to Arep (2013) the desire of employees to achieve a certain status or to become a "figure" does not only mean that employees must have more opportunities to achieve progress but must also be willing to accept more obligations. This means that the motivation to achieve the desired status will be strong in him

3. Social needs

According to Robert Carlson: "One way to convince employees to feel at home working is to make sure that he has many partners in the organization". Employees in an organization need to interact with fellow employees and with fellow superiors and foster recognition for their work performance.

### *Compensation Factor*

According to Handoko (2011), compensation is anything that employees receive in return for work. If compensation is given correctly, employees will be more satisfied and motivated to achieve organizational goals. Compensation is important for employees because compensation reflects the value of the work of the employee himself, his family, and society. In terms of providing a salary, several factors must be considered, including:

1. Meaning of salary for employees

For an employee, salary has a deep meaning, which is something that can affect the level of life of the employee concerned with his family.

2. The basis for providing salaries There are several basics in giving a salary. One of them is "work results", namely the salary is given based on the amount or value of goods sold or produced.

3. Communication Factors According to Arep in personnel management (2013), smooth communication is open communication where information flows freely from top to bottom or vice versa. In an organization, communication needs to be well established between superiors and subordinates or fellow subordinates, because with smooth communication, the flow of Communication will run smoothly as well and there will be no miscommunication which will confuse carrying out work in the organization. With smooth communication, organizational policies will be easier to understand.

4. Leadership Factors

According to Arep in personnel management (2013), leadership is a person's ability to control or influence other people or different societies towards certain achievements. In achieving the goal, namely to be able to

control or influence and motivate others, in the application of human resource management several leadership styles are used

### ***Job satisfaction***

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings about his job. This job satisfaction can be seen in the positive attitude of employees towards the work and everything they face in their work environment. (Handoko, 2011)

Job satisfaction is an individual's behavior towards his job. Organizations whose employees get satisfaction getting satisfaction at work tend to be more effective than organizations where employees get less job satisfaction (Robbins, 2015).

Locke in Luthans (2006) provides a comprehensive definition of job satisfaction which includes cognitive, affective, and evaluative reactions or attitudes and states that job satisfaction is "a happy emotional state or positive emotion that comes from appraising one's job or work experience." Job satisfaction is the result of employees' perceptions of how well their job provides things that are considered important. In general, job satisfaction is the most important and often studied attitude.

Job satisfaction is an individual matter so that there will be dynamics or changes at any time which must be anticipated so as not to develop into negative things that are detrimental to the institution. From this description, a conceptual framework can be built which is the relationship between the three variables, namely motivation, job satisfaction, and performance, as follows.

### ***Factors Affecting Job Satisfaction***

Satisfaction is a result that is felt by employees. if the employee is satisfied with his job, then he will feel at home working at the organization. By understanding the output produced, we need to know the causes that can affect this satisfaction. There are five determinants of job satisfaction called the Job Descriptive Index (JDI) (Luthans and Spector in Robins, 2015), namely:

#### **1. The work itself**

The degree to which a job provides fun assignments, learning opportunities, and opportunities for responsibility. This is the source of the majority of job satisfaction. According to Locke, the intrinsic characteristics that determine job satisfaction are diversity, difficulty, number of jobs, responsibility, autonomy, control over work methods, diversity, and creativity.

#### **2. Salary**

According to Theriault's research, job satisfaction is a function of the absolute amount of the salary received, the degree to which the salary meets the expectations of the workforce, and how the salary is given. Wages and salaries are recognized as a significant factor in job satisfaction.

#### **3. Opportunity or promotion**

Employees have the opportunity to develop themselves and broaden their work experience, with opportunities for promotion.

#### **4. Supervisor**

The supervisor's ability to provide technical assistance and behavioral support. According to Locke, functional relationships and relationships positive overall gives the greatest level of job satisfaction with superiors.

#### **5. Colleagues**

The basic human need for social relations will be met by the presence of colleagues who support employees. If there is a conflict with colleagues, it will affect the level of employee satisfaction with work.

### ***Performance***

Performance refers to employee performance as measured by the standards or criteria set by the company. The definition of performance or work performance is defined by Maier (in Moh As'ad, 2004) as a person's success in carrying out a job. More explicitly, Lawler and Pater state that performance is a "successful role achievement" that a person gets from his actions (Moh As'ad, 2004). From these limits, Moh As'ad concluded that performance is the result that someone achieves according to the size that applies to the job concerned.

According to Simamora (2014), employee performance is the level at which employees achieve job requirements. According to Byars and Rue (in Prasetyo Utomo, 2006), performance is the degree of preparation of tasks that govern a person's work. So, performance is the willingness of a person or group of people to carry out activities or improve them according to their responsibilities with results as expected.

### ***Employee Performance Appraisal***

#### **1. Performance Assessment**

What is meant by a performance appraisal system is a process that measures employee performance. Several factors affect employee performance appraisal, namely:

- a. situation characteristics,
  - b. job descriptions, job specifications, and job performance standards,
  - c. performance appraisal objectives,
  - d. attitudes of employees and managers to evaluation.
2. Purpose of Performance Appraisal

We know that the purpose of holding a performance appraisal for employees is divided into two, namely: a. Evaluation objectives A manager assesses an employee's past performance by using descriptive ratings to assess performance and with this data useful in promotion decisions, demotion, termination, and compensation. b. Development goals A manager tries to improve the performance of an employee in the future.

Meanwhile, the main objective of the employee performance appraisal system is something that produces accurate and valid information regarding the behavior and performance of members of the organization or company.

### **III.**

### **METHOD**

#### ***Location, Population, and Research Sample***

This research was conducted at PT Gagas Energi Indonesia, which is located headquarters PGN at Jl. Kyai Haji Zainul Arifin No.20, RT.8/RW.7, Krukut, Kec. Taman Sari, Kota Jakarta Barat, Daerah Khusus Ibukota Jakarta 11140 The choice of research location is related to the time and energy the researcher has. The research was conducted in Agustus 2020. In this study, the population is all employees at PT Gagas Energi Indonesia, which numbered about 134 employees, the researcher uses Slovin formula for determining the number of samples of that population by level 5% confidence to get sample results which is quite affordable for researchers, with the following equation:

Information :

n = Sample Size

N = Population Size

e = Error Rate

With a population (N) of 134 people and error rate (e) of 5%, then sample size (n) in this study are:

Based on calculations with the Slovin formula, then the number of samples in this study rounded up to 100 people. On research

This researcher uses the Probability method Sampling is simple random sampling.

Simple Random Sampling is retrieval sample members of the population that are carried out randomly regardless of the strata is in that population. Method of collection data using a questionnaire forget primary data (Sugiyono, 2016).

#### ***Data Analysis***

##### ***Descriptive Statistics***

The descriptive analysis intends to describe the data obtained from the results data collection, including by know the mean, mode, median and other.

##### ***Classic Assumption Test***

Several assumptions must be met first before using Multiple Linear Regression as a tool for analysis the influence of the variables studied. The classical assumption test used consists of on the normality, multicollinearity, and test tests heteroscedasticity.

##### ***Multiple Regression Analysis***

The data processing method used is multiple regression with the help SPSS software 23. Multiple regression method that is, a statistical method for testing the effect between multiple variables independent of one dependent variable. The model is formed in this study are:

$$Y = a + \beta_1 X_1 + \beta_2 X_2$$

Y = Employee performance

$\alpha$  = Intercept of constant

$\beta_1, \beta_2$  = Regression coefficient

X1 = Motivation

X2 = job satisfaction

$\epsilon$  = Error term

#### IV.

#### RESULT AND DISCUSSION

##### *Validity and Reliability Test*

The results of the validity test can be seen in the table following:

**TABLE I**

motivation validity test			
No	r count	r table	information
1	,698	0,3061	Valid
2	,722	0,3061	Valid
3	,596	0,3061	Valid
4	,638	0,3061	Valid
5	,763	0,3061	Valid
6	,742	0,3061	Valid
7	,649	0,3061	Valid
8	,745	0,3061	Valid
9	,617	0,3061	Valid
10	,661	0,3061	Valid
11	,666	0,3061	Valid
12	,555	0,3061	Valid
13	,690	0,3061	Valid
14	,650	0,3061	Valid
15	,700	0,3061	Valid

job satisfaction validity test			
No	r count	r table	information
1	,654	0,3061	Valid
2	,810	0,3061	Valid
3	,708	0,3061	Valid
4	,569	0,3061	Valid
5	,764	0,3061	Valid
6	,655	0,3061	Valid
7	,708	0,3061	Valid
8	,553	0,3061	Valid
9	,801	0,3061	Valid
10	,696	0,3061	Valid
11	,847	0,3061	Valid
12	,735	0,3061	Valid
13	,790	0,3061	Valid
14	,786	0,3061	Valid
15	,761	0,3061	Valid

Performance validity test			
No	r count	r table	information
1	,732	0,3061	Valid
2	,870	0,3061	Valid
3	,820	0,3061	Valid
4	,757	0,3061	Valid
5	,706	0,3061	Valid
6	,798	0,3061	Valid
7	,763	0,3061	Valid
8	,829	0,3061	Valid
9	,782	0,3061	Valid
10	,781	0,3061	Valid
11	,705	0,3061	Valid
12	,836	0,3061	Valid
13	,825	0,3061	Valid
14	,696	0,3061	Valid
15	,747	0,3061	Valid

Based on the results of data processing in Table 1, all question items in this research variable are valid, because all have a calculated r value > 0.3061. While the reliability test results can be seen in the following table:

**TABLE II**  
**TEST THE RELIABILITY OF MOTIVATION**  
 Reliability Statistics

Cronbach's Alpha	N of Items
,927	15

**TABLE III**  
**TEST THE RELIABILITY OF MOTIVATION**  
 Reliability Statistics

Cronbach's Alpha	N of Items
,945	15

**TABLE IV**  
**EMPLOYEE PERFORMANCE RELIABILITY TEST**  
 Reliability Statistics

Cronbach's Alpha	N of Items
,965	15

Based on the results of data processing in Tables 1, 2, 3, and 4. the questionnaire variable organizational commitment, human capital, and reliable performance, because it has a Cronbach's Alpha value greater than 0.6.

#### *Descriptive Statistics*

Presented from the results of this study aim to provide a general description of the distribution of data obtained in the field. Results of data processing. Descriptive statistics can be seen in the following table:

**TABLE V**  
**DESCRIPTIVE STATISTICS OF MOTIVATION**

N Valid	100
Missing	0
Mean	61,6600
Median	62,0000
Mode	66,00
Std. Deviation	7,70813
Minimum	41,00
Maximum	75,00
Sum	6167,00

Based on the results of data processing in Table 3. The score of the motivation variable obtained from the respondents has an average of 61.66 with a standard deviation of 7.70, a median of 63, 66 modes. The minimum score is 41 and the maximum score is 75

**TABLE VI**  
**DESCRIPTIVE STATISTICS JOB SATISFACTION**

N Valid	100
Missing	0
Mean	55,8600
Median	56,0000
Mode	60,00
Std. Deviation	7,74077
Minimum	37,00
Maximum	75,00
Sum	5586,00

Based on the results of data processing in Table 4, the score for the Job satisfaction variable obtained from the respondents has an average of 55.86 with a standard deviation of 7.74, a median of 56, 60 mode, a minimum score of 37, and a maximum score of 75.

**TABLE VII**  
**DESCRIPTIVE STATISTICS OF EMPLOYEE PERFORMANCE**

N Valid	100
Missing	0
Mean	61,3100
Median	61,0000
Mode	60,00
Std. Deviation	6,93504
Minimum	43,00
Maximum	75,00
Sum	6131,00

Based on the table above, the employee performance scores in Table 5, which are obtained from the respondents have an average of 61.31 with a standard deviation of 6.93, a median of 61, a mode of 60, a minimum score of 43, and a maximum score of 75.

#### **Classic Assumption Test**

The results of the classic assumption test can be seen in the following tables

**TABLE VIII**  
**NORMALITY TEST**

		One-Sample Kolmogorov-Smirnov Test		
		Commitmen Organisasi	Human Capital	Kinerja Karyawan
N		100	100	100
Normal Parameters <sup>a,b</sup>	Mean	61,8700	55,8600	61,3100
	Std. Deviation	7,70613	7,74077	6,93504
Most Extreme Differences	Absolute	,117	,074	,135
	Positive	,053	,074	,079
	Negative	-,117	-,068	-,135
Test Statistic		,117	,074	,135
Asymp. Sig. (2-tailed)		,082 <sup>c</sup>	,200 <sup>c,d</sup>	,210 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

The table above shows that Asymp. Sig. (2-tailed) Kolmogorov-Smirnov for the Motivation variable of 0.082, the job satisfaction variable of 0.200, and the employee performance variable of 0.210, all Asymp values. Sig. (2-tailed) Kolmogorov-Smirnov is greater than 0.05 so that H0 is accepted, in other words, that the data from all samples in this study are normally distributed.

**TABLE IX**



### MULTICOLLINEARITY TEST

Coefficients<sup>a</sup>

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Motivation	,912	1,096
Job satisfaction	,912	1,096

a. Dependent Variable: Employee Performance

From table 9, it can be seen that the independent variables of motivation and human job satisfaction have a VIF value of 1.096, smaller than 10 ( $1.096 < 10$ ), so it can be concluded that there is no deviation from the classic assumption of multicollinearity between the independent variables in the model.

### Multiple Regression Analysis

The following are the results of multiple regression tests on the effect of motivation and job satisfaction on employee performance.

From the results of data processing, the multiple regression equation is obtained as follows:

Table regression equation

independent variable	Dependent variabel	regression coefficient $\beta$	t-count	Sig. t	information
constant		16,070	3,422	0,000	-
Motivation	Employee performance	0,284	4,241	0,001	Signifikan
Job satisfaction		0,497	7,449	0,000	Signifikan

From the results of data processing, the multiple regression equation is obtained as follows:

$$= 16,070 + 0,284 X_1 + 0,497 X_2$$

Based on the regression equation obtained, the regression model can be interpreted as follows:

The constant coefficient is 16.070 indicates that if the values of  $X_1$  and  $X_2$  are zero, the level of performance is 16.070

The coefficient  $b_1$  is 0.284, meaning that if motivation ( $X_1$ ) has increased by one unit, while other variables are constant, then the Performance variable ( $Y$ ) will change by 0.284, in other words, the higher the motivation will increase its performance.

The coefficient  $b_2$  is 0.497, meaning that if job satisfaction ( $X_2$ ) has increased by one unit, while other variables are constant, then the performance variable ( $Y$ ) will change by 0.497, in other words, the more job satisfaction increases its performance.

### F Test

ANOVA <sup>a</sup>					
Model		Sum of Squares	df	Mean Square	F
1	Regression	2428,867	2	1214,434	50,503
	Residual	2332,523	97	24,047	
	Total	4761,390	99		

From the data processing in Table 10, it can be seen that the value of  $F_{count} = 50,503$ , while the  $F_{table}$  value = 3.0892, so it can be concluded that  $F_{count} > F_{table}$  ( $50,503 > 3.0892$ ). Likewise, the value of  $Sig F = 0.000$ , less than 0.05, the conclusion is that  $H_0$  is rejected, which means that the regression coefficient is significant. In



other words, there is a significant influence on the independent variables of motivation and job satisfaction together on the dependent variable performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.714 <sup>a</sup>	.510	.500	4.90374	2.110

The correlation coefficient (r) is 0.714, this means that there is a positive relationship between motivation and job satisfaction with performance and the relationship is in a strong category, because it is in the correlation interval from 0.600 to 0.799. The magnitude of the influence of the equation model has a coefficient of determination of 0.510 indicating that the contribution of motivation and job satisfaction together to performance is 51%, the remaining 49% is caused by other factors. such as organizational culture, compensation, workload, and so on.

## VI.CONCLUSIONS

Based on the results of the study, the conclusions of this study are, first, the results show that there is a significant influence on the independent variable of motivation on the dependent variable of performance, each increase in motivation will increase the performance. Second, the research results show that there is a significant effect of the independent variables on the dependent variable performance. any increase in job satisfaction will increase performance. Third, motivation and job satisfaction together have a significant effect on the dependent variable performance, Fourth, a positive relationship between motivation and job satisfaction with performance is in a strong category. The contribution of motivation and job satisfaction together to performance is 51%, the remaining 49% is caused by other factors. such as organizational culture, compensation, workload, etc.

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