

The Effect of Work Motivation on Employee Performance with Job Satisfaction as Mediation Variable in Freestyle Garment Denpasar

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ABSTRACT: Employee performance is the result of work in quantity and quality achieved by an employee in carrying out tasks in accordance with the responsibilities that have been given. The purpose of this study is to find out the influence of work motivation on employee performance with job satisfaction as a mediation variable in Freestyle Garment Denpasar. This study was conducted at Freestyle Garment Denpasar, the number of samples taken as many as 37 employees as respondents to Freestyle Garment Denpasar, with nonprobability sampling method with saturated sampling techniques. Data collection is conducted through interviews and questionnaires. The analysis techniques used in this study are descriptive analysis techniques, path analysis, hypothesis testing and sobel testing. Based on the results of the analysis found that work motivation has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on job satisfaction. Satisfaction has a positive and significant effect on employee performance. Job satisfaction as a mediation influences work motivation on employee performance at Freestyle Garment Denpasar

Keywords - Work motivation, employee performance, job satisfaction.

I. INTRODUCTION

Garment is a clothing or textile factory that produces various kinds and types of clothing for resale on a large scale. Every garment company certainly wants its business to develop sustainably, therefore, companies need superior human and non-human resources to compete with other companies. Employee performance becomes the main point in the success of achieving organizational goals and becomes one of the potentials in carrying out every task and responsibility given by the organization. Mangkunegara (2013: 67) states that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction (Hasibuan, 2008:143). High motivation that exists in employees is also a capital for a company to be able to realize high job satisfaction as well, this is certainly an expectation to be achieved by the company. Kiruja & Mukuru (2013) in their research stated that there is a strong relationship between motivation and performance.

Another variable that can improve employee performance is job satisfaction so that job satisfaction needs to be shown. Job satisfaction is a positive feeling about work which is the result of an evaluation of its characteristics which is quite broad (Robbins & Judge, 2008:99). In 2017, the researcher was one of the freestyle garment customers. Where the researchers found that there were several problems that occurred in the freestyle garment, namely the discrepancy between the product completion time and the predetermined target time. Then the results of the production are not in accordance with the wishes of the customer, and the lack of accuracy of employees during the final stage of production where several defective products were found (rejected).

Seeing this phenomenon, work motivation is also one of the declines in employee performance that affects production achievement targets, which is due to a lack of motivation from superiors to employees which causes a decrease in employee performance. According to Handoko (2010: 193) job satisfaction reflects a person's feelings towards his job to get satisfaction from where he works.

The research topics will be explained and connect using the following conceptual framework:



Figure 1. Research Model

This research is based on the theory of social exchange (Social Exchange Theory), social exchange theory is the most important theory to understand a person's behavior in the workplace. This theory explains when the leader knows what each employee needs to achieve maximum performance. Nawaz et al. (2014) stated that when organizations take care of employees, there are social exchange relationships that promise to improve performance. This study uses social exchange theory (Social Exchange Theory) to understand the behavior of Freestyle Garment employees in relation to work motivation, employee performance and job satisfaction.

According to Rivai (2004:309) performance is a function of motivation and ability. To complete a task or job, a person should have a certain degree of willingness and level of ability. Employee performance is a very important thing in the company's efforts to achieve its goals. Motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction (Malayu S. P. Hasibuan, 2008).

According to Munandar (2001) there is a positive relationship between motivation and performance with achievement, meaning that employees who have high achievement motivation tend to have high performance, on the contrary those who have low performance are possible because their motivation is low. Research by Suharto and Budhi (2005) also examines the relationship between motivation and employee performance, that work motivation has a positive effect on employee performance. Chintallo and Mahadeo (2013), show that motivation has an effect on employee performance. The higher the motivation, the better the performance it produces.

H1: Work motivation has a positive effect on employee performance

Ukas (2006) says that the relationship between motivation and job satisfaction is the drive that gets the effort to do or satisfy a need or goal called motivation. Research by Suharto and Budhi (2005) also examines the relationship between motivation and employee performance, that work motivation has a positive effect on employee performance. This is in line with research by Pila and Siengthai (2016), and Funmilola et.al (2013) which states that job satisfaction has a positive effect on employee performance.

H2: Work motivation has a positive effect on job satisfaction

Suwardi and Utomo (2011) stated that employees who have high motivation and job satisfaction will tend to have high performance towards the organization. The results of this study are also supported by the research of Murti and Srimulyani (2013) who found that motivation had a significant effect on job satisfaction and job satisfaction had a significant effect on employee performance. This is also stated by Argensia, et al (2014), Kurniawati, et al (2015) and Suharto and Budhi, (2005) which state that there is a positive and significant influence between job satisfaction on performance.

H3: Job satisfaction has a positive effect on employee performance

Murti and Srimulyani (2013) which state that there is a mediating relationship between work motivation and employee performance through job satisfaction. The variable of work motivation can affect employee performance with the mediating variable of job satisfaction, Sujarwo and Wahjono (2017). Mianto et al. (2018) work motivation has a significant positive effect on employee performance with job satisfaction as a mediating variable. Work motivation has a positive and significant influence on employee performance through job satisfaction as an intervening variable (Ngatno, 2019).

H4: Work motivation has a positive and significant influence on employee performance through job satisfaction as a mediating variable

II. METHODS

This study uses an associative approach. This study aims to examine the effect between research variables. In this study, the variables studied were Employee Performance (Y) as the dependent variable, Work Motivation (X) as the independent variable, and Job Satisfaction (M) as the mediating variable. This research was conducted at Freestyle Garment which is located at Jalan Gunung Guntur, Taman Guntur Permai Housing No. 83x, Padangsambian, West Denpasar, Bali.

Work motivation is an impulse or something that makes employees act within the scope of work in order to achieve organizational goals. Indicators of measuring work motivation according to Hasibuan (2008:123) include physical needs, security and safety needs, social needs, esteem needs, and self-realization needs.

Employee performance is the result achieved by an employee in carrying out the duties and responsibilities assigned to him in order to realize the goals, objectives, vision and mission of the organization. According to Elmuti and Kathawala (1997) indicators used to measure employee performance are quality, quantity, knowledge and skills, timeliness, and communication.

Job satisfaction shows that there is a match between one's expectations that arise with the rewards provided by the job. According to Hariandja (2002) classifying the factors that affect job satisfaction related to several aspects, namely salary, work itself, colleagues, superiors, and work environment.

The population in this study were all employees of the production department at Freestyle Garment, totaling 37 people. The sample selected in this study used the Saturated Sampling Technique, which is a sampling technique by taking the entire population in the production section of 37 people as respondents in Freestyle Garment Denpasar. Data collection methods used in this study were interviews, questionnaires and observation.

The data that has been collected will be analyzed by descriptive analysis in the form of a frequency distribution used to present the characteristics of respondents and inferential analysis used to analyze sample data and the results are applied to the population (Sugiyono, 2017:148). In this study, the inferential statistics used were path analysis to predict the significance of the relationship between a variable and other variables, as well as the indirect effect (Utama, 2016: 159), hypothesis testing and Sobel test were carried out by testing the strength of the indirect influence of work motivation variables (X) on employee performance variable (Y) through job satisfaction variable (M).

III. RESULT AND DISCUSSION

The population in this study were all employees of the production department at Freestyle Garment, totaling 37 people. The sample selected in this study used a saturated sampling technique, namely the technique of determining the sample by taking the entire population in the production section which amounted to 37 people as respondents at Freestyle Garment Denpasar. Data collection methods used in this study were interviews, questionnaires and observation.

The data that has been collected will then be analyzed using descriptive analysis techniques by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations.

Table 1. Validity Test

No.	Variable	Instrument	Pearson Correlation	Explanation
1.	Work Motivation (X)	X1	0,876	Valid
		X2	0,901	Valid
		X3	0,897	Valid
		X4	0,867	Valid
		X5	0,919	Valid
2.	Job Satisfaction (M)	M1	0,925	Valid
		M2	0,929	Valid
		M3	0,950	Valid
		M4	0,99	Valid
		M5	0,952	Valid
		Y1	0,950	Valid
		Y2	0,955	Valid
3.	Employee Performance (Y)	Y3	0,958	Valid
		Y4	0,976	Valid
		Y5	0,858	Valid

Source: Research Data, 2021

Based on table 1, it can be stated that all research variables instruments in the form of work motivation, job satisfaction and employee performance have met the validity test requirements where the total Pearson Correlation score of each instrument is above 0.30 at a significance value less than 5% (0.05), thus the instrument is suitable to be used as a measuring instrument for these variables.

Table 2. Reliability Test

No.	Variable	Cronbach's Alpha	Explanation
1.	Work Motivation (X)	0,935	Reliable
2.	Job Satisfaction (M)	0,971	Reliable
3.	Employee Performance (Y)	0,966	Reliable

Source: Research Data, 2021

Table 2 shows the reliability test of each variable, the score sheet is above 0.60 which is indicated by the results of Cronbach's Alpha, it can be said that all instruments have met the reliability requirements.

Table 3. Description of Respondent's Answers for Work Motivation

No	Statement	Proportion of Respondents'					Amount	Average	Criteria
		Answers (person)							
		1	2	3	4	5			
1	I am satisfied with the rights granted by the organization	2	8	6	11	10	130	3.51	Good
2	Safety and security is always guaranteed when I work	3	10	3	19	2	118	3.19	Pretty good
3	Social relationships in the environment where I work make me comfortable at work	1	11	6	9	10	127	3.43	Good
4	The organization always gives rewards when I meet the organization's targets	2	8	6	14	7	127	3.43	Good
5	The organization always provides training for the development of employee potential	1	11	5	12	8	126	3.41	Good
Average								3,39	Pretty Good

Source: Research Data, 2021

Table 4. Description of Respondent's Answers for Job Satisfaction

No	Statement	Proportion of Respondents'					Amount	Average	Criteria
		Answers (person)							
		1	2	3	4	5			
1	The salary I receive motivates me to work better	1	10	4	18	4	125	3.38	Pretty Good
2	I am satisfied with the field of work that I do	2	9	9	13	4	119	3.22	Pretty Good
3	interaction between individuals where I work makes me comfortable at work	1	4	13	11	8	132	3.57	Good
4	My boss always motivates me to work hard	2	9	6	17	3	121	3.27	Pretty Good
5	the environment where I work makes me feel at work	1	4	12	12	8	133	3.59	Good
Average								3,41	Pretty Good

Source: Research Data, 2021

Table 5. Description of Respondent's Answers for Employee Performance

No	Statement	Proportion of Respondents'					Amount	Average	Criteria
		Answers (person)							
		1	2	3	4	5			
1	I can meet the specified work	3	8	5	12	9	127	3.43	Good

	standards								
2	I complete the assigned tasks according to the predetermined target	2	9	8	10	8	124	3.35	Pretty Good
3	I can do a good job without much instruction from superiors	2	7	8	12	8	128	3.46	Good
4	I do the tasks assigned by the organization in a timely manner	2	9	7	11	8	125	3.38	Pretty Good
5	I have a good working relationship with my boss and co-workers	2	9	10	8	8	122	3.30	Pretty Good
Average								3,38	Pretty Good

Source: Research Data, 2021

Table 6. Path Analysis on Structure 1

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.080	0.387		2.792	0.008
Work Motivation	0.685	0.109	0.729	6.302	0.000
R^2 : 0,532					

Source: Research Data, 2021

Based on the results of the path analysis in Table 6, it can be formulated the structural equation that is formed as follows:

$$M = \beta_1 X + e_1$$

$$M = 0,729 X + e_1$$

Table 7. Path Analysis on Structure 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.378	0.483		0.781	0.440
Work Motivation	0.405	0.180	0.379	2.257	0.031
Job Satisfaction	0.479	0.191	0.420	2.506	0.017
R^2 : 0,552					

Source: Research Data, 2021

Based on the results of the path analysis in Table 7, it can be formulated the structural equation that is formed as follows:

$$Y = \beta_2 X + \beta_3 M + e_2$$

$$Y = 0,379X + 0,420M + e_2$$

Figure 2. Causal Relationship Structure

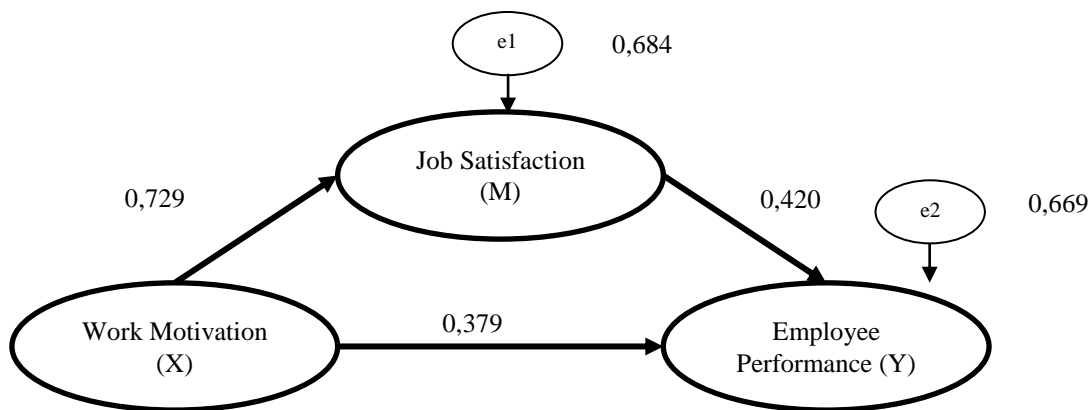


Figure 2 shows the magnitude of the value of the influence of work motivation on the variables of job satisfaction and employee performance, as well as the magnitude of the value of the influence of the variable job satisfaction on employee performance, each of which is obtained from the standardized coefficient Beta and the value of each error variable from each equation structural.

Based on the path diagram in Figure 2, it can be summarized the calculation of the direct influence, indirect effect and total effect of each structural equation which will be presented in Table 8 below.

Table 8. Direct Effects, Indirect Effects of Work Motivation (X), on Job Satisfaction (M) and Employee Performance (Y)

Variable influence	Direct influence	Indirect influence through M	Total Influence
X→M	0,729		0,729
M→Y	0,420		0,420
X→Y	0,379	0,306	0,685

Source: Research Data, 2021

Table 8 shows the summary results of the value of each direct and indirect influence path between variables and the error value in each structural equation generated through path analysis techniques.

The results of the first hypothesis in this study indicate that work motivation has a positive and significant effect on employee performance. In other words, the higher the work motivation, the employee's performance will increase so that the first hypothesis is accepted. Stringer, et. al (2011) proves that intrinsic motivation has a positive effect on wages and job satisfaction. Satisfaction with salary has the most significant relationship to job satisfaction. Sirota et. al (2011) conducted research on what employees want in their work which is in line with the results of research conducted by Munandar (2001) there is a positive relationship between motivation and performance with achievement, meaning that employees who have high achievement motivation tend to have high performance. On the other hand, those who have low performance are possible because their motivation is low.

The results of the second hypothesis in this study indicate that work motivation has a positive and significant influence on job satisfaction, in other words the higher the work motivation, the higher the level of employee job satisfaction so that the second hypothesis is accepted. Handoko (2002:252) says that the relationship of motivation to job satisfaction is the motivation that exists in a person is the driving force that will realize a behavior in order to achieve the goal of self-satisfaction. Research by Suharto and Budhi (2005) also examines the relationship between motivation and employee performance, that work motivation has a positive effect on employee performance. This is in line with research by Pila Ngam and Siengthai (2016) and Funmilola, et. al (2013).

The results of the third hypothesis in this study indicate that job satisfaction has a positive and significant effect on employee performance, in other words, if job satisfaction increases, employee performance will increase so that the third hypothesis is accepted. This is in line with the results of research conducted by Suwardi and Utomo (2011) which states that employees who have high motivation and job satisfaction will tend to have high performance towards the organization. The results of this study are also supported by the research of Murti and Srimulyani (2013), Argensia, et al (2014), and Kurniawati, et al (2015).

The results of the fourth hypothesis in this study indicate that work motivation has a positive and significant effect on employee performance at Freestyle Garment Denpasar by mediating job satisfaction, so job satisfaction is a variable mediating the effect of work motivation on employee performance, so the fourth hypothesis is accepted. The results of this study are in line with those carried out by job satisfaction as a mediator of the effect of work motivation on employee performance (Lidia Lusri and Hotlan Siagian, 2017). This is also supported by the research of Murti and Srimulyani (2013), Sujarwo and Wahjono (2017), Mianto et al. (2018), and Ngatno (2019).

IV. CONCLUSION

Based on the results of the study, it can be concluded that work motivation has a positive and significant effect on employee performance. In other words, the higher work motivation, the employee's performance will give good results, of course, to the company, work motivation has a positive and significant influence on job satisfaction, in other words On the other hand, the higher the work motivation at Freestyle Garment Denpasar, the higher the level of job satisfaction. Job satisfaction has a positive and significant effect on employee performance and work motivation has a positive and significant effect on employee performance at Freestyle Garment Denpasar with job satisfaction mediating, so job satisfaction is a mediating variable for the effect of work motivation on employee performance at Freestyle Garment Denpasar.

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