

## Conference Paper

# Is Job Performance Affected By Job Motivation and Job Satisfaction?

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## Abstract

This study examines three variables: Job Motivation ( $X_1$ ) and Job Satisfaction ( $X_2$ ) as dependent variables, Organizational Commitment ( $Z$ ) as an intervening variable, and Employees' Performance ( $Y$ ) as an independent variable. A total of 30 full-time staff-level employees participated in this study. The major hypotheses of the study were assessed through Path Analysis using SPSS 17.0 version. The result of this study showed that job motivation and job satisfaction have no significant influence toward employees' performance, but does have a significant influence toward organizational commitment. It was also found that organizational commitment has a significant influence toward employees' performance. This means that organizational commitment is a full mediation in this model of conceptual framework.

**Keywords:** job motivation, job satisfaction, employee performance, organizational commitment

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## 1. Introduction

According to Robin and Judge (2008:222), to optimize the job performance of civil servants, motivation is needed; motivation is defined as a process explaining the intensity, direction and diligence of an individual in reaching a goal. From that definition, it can be seen that motivation is an important part of the individual's basis in doing something or reaching a certain goal.

In order to improve job performance, job satisfaction should also be maintained to be high. Job satisfaction has an important and preeminent role for every organization, since job satisfaction plays a role in contributing to improve the job performance of the employees. Job satisfaction shows the attitude and behavior of the subordinates to their leaders. A satisfied individual tends to do positive things and help the leaders

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in reaching the organizational goals; however, an unsatisfied individual tends to do negative things and not to help the leaders in reaching the organizational goals.

Organizational commitment is an employee's loyalty to the organization through achieving targets, organizational values, availability, or willingness to make an effort in being a part of the organization, as well as willingness to stay in that organization. According to Robbins (2006:140), organizational commitment is a condition wherein an employee is aligned to an organization and its targets, and is also eager to maintain their membership in that organization.

Organizational commitment refers to some formats of loyalty to that organization. Meyer and Allen (1996) differentiated three separate components of commitment: Affective Commitment, Continuance Commitment, and Normative Commitment. Affective commitment has a positive relationship between employees in the organization to commit to the job. Continuance commitment is the retaining or return of an employee according to the job performance in the organization, while normative commitment is loyal behavior to the organization. Job performance is very important to reach the goals. With many variables that affect an employee's performance, the writer has limited the research to motivation, job satisfaction and organizational commitment as the variables that affect the work performance.

## 2. Theoretical Framework

### 2.1. Job motivation

According to Mathis (2006; 114), motivation is willingness of an individual that causes that individual in acting. Usually, an individual acts because of a reason to reach a goal. By motivating, it is hoped to trigger an employee to work maximally. According to Luthans (1989:231), it is stated that understanding motivation is very important because performance and reaction to compensation and problems in other human resources are affected and affect motivation. Approaches to understanding motivation are varied, because different theories explain different views and models themselves.

### 2.2. Job satisfaction

Robbins (2006:169) defined satisfaction as a common behavior of an individual to the job. Davis and Newstrom (1985:105) described job satisfaction as a set of feelings of an employee about pleasure or displeasure in his job. Job satisfaction is the positive

behavior of an employee to the job that comes from identification of the working situation. The identification can be applied to an employee as an appreciation in reaching important values in the job. A satisfied employee tends to like the working situation rather than dislike. Factors that can affect job satisfaction according to Kreitner and Kinicki (2001: 225) are as follows: need fulfillment, discrepancies, value attainment, equity and genetic component.

### **2.3. Organizational commitment**

Meyer and Herscovitch (2001) state that commitment is “a force that binds an individual to a course of action of relevance to one or more targets.” Employees are theorized to experience this force in the form of three bases, or mindsets – affective, normative and continuance – which reflect emotional ties, perceived obligation and perceived sunk costs in relation to a target, respectively (Allen and Meyer, 1990).

### **2.4. Job performance**

Researchers agree that performance has to be considered as a multi-dimensional concept (Soonetag et al., 2010). The outcome aspect, in turn, refers to the result of the individual’s behavior. The actions described earlier might result in contracts or selling numbers, students’ knowledge in statistical procedures, a software product, or numbers of products assembled.

### **2.5. The relationship between motivation and job satisfaction to organizational commitment and job performance**

Motivated employees have energetic and high-spirited characteristics in doing the duties. In contrast, employees with low motivation show uncomfortable and unhappy feelings to the job. As a result, the performance is not good and the company goals are not achieved. Related to organizational commitment, motivation has an important relationship with organizational commitment, because motivation is one of the aspects in the process of creating organizational commitment.

### 3. Hypothesis Testing

According to the aforementioned background and theoretical framework, the hypotheses of this study are formulated as follows:

1. There is a significant effect between job motivation toward organizational commitment and job performance
2. There is a significant effect between job satisfaction toward organizational commitment and job performance
3. There is a significant effect between organizational commitment toward job performance
4. Organizational commitment mediates the influence of job motivation toward job performance
5. Organizational commitment mediates the influence of job motivation toward job performance

### 4. Research Method

This study uses quantitative method to test the hypotheses using path analysis. Path analysis is used to analyze the relationship pattern between variables with a purpose of finding out the direct or indirect effect of exogenous variables to endogenous variables. The benefit of path analysis is to describe the phenomenon or the problem being studied; prediction with path analysis has a qualitative characteristic, a determinant factor of which is the independent variable that dominantly affects the dependent variable, and also it enables to explore the mechanism of the effect of the independent variable to the dependent variable. The intervening variable is a variable in between or mediating with the function of mediation between independent variable and dependent variable. The population in this research is 30 full time employees at *Balai Besar Sungai Brantas* in East Java region in PPK PAB 2. This study used saturated sampling. Saturated sampling is a sample taking technique of all population used as samples or also known as census. In this research, the numbers of samples (S) are 30 persons

### 5. Findings

### 5.1. Step 1: Analysis (the effect of job motivation and job satisfaction to organizational commitment)

Identification of the effect of job motivation ( $X_1$ ) and job satisfaction ( $X_2$ ) to organizational commitment ( $Z$ ) can be done by a double regression analysis of job motivation ( $X_1$ ) and job satisfaction ( $X_2$ ) to organizational commitment ( $Z$ ). The analysis summary can be identified through the following table:

Analysis Results of Job Motivation Regression ( $X_1$ ) and Job Satisfaction ( $X_2$ ) to Organizational Commitment ( $Z$ )

Variable	Standardized Beta	P-Value	Coefficient Determination ( $R^2$ )
Job motivation ( $X_1$ )	0.584	0.000	0.682
Job Satisfaction ( $X_2$ )	0.347	0.013	

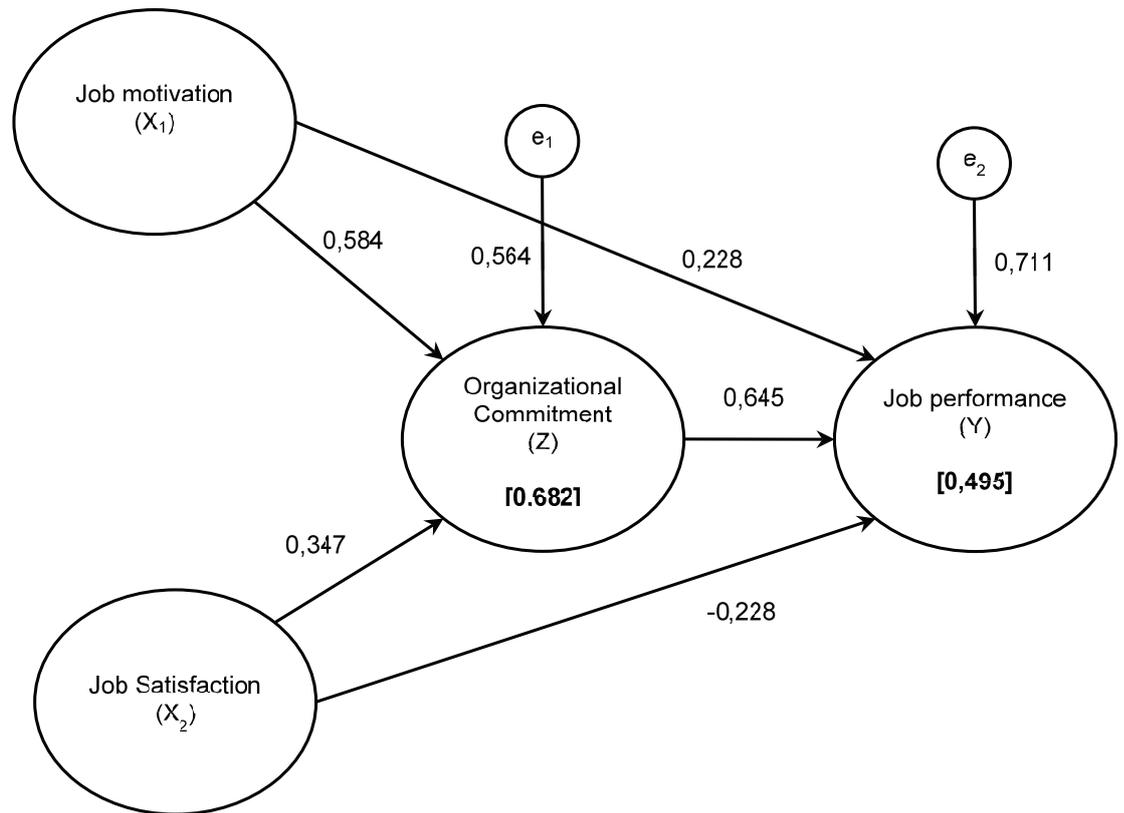
### 5.2. Step 2: Analysis (the effect of job motivation, job satisfaction and organizational commitment to job performance)

Identifying the effect of job motivation ( $X_1$ ), job satisfaction ( $X_2$ ), and organizational commitment ( $Z$ ) to job performance ( $Y$ ) can be done by double regression analysis of job motivation ( $X_1$ ), job satisfaction ( $X_2$ ), and organizational commitment ( $Z$ ) to job performance ( $Y$ ). The summary of the analysis results is shown in the following table:

Variable	Standardized Beta	P-Value	Coefficient Determination ( $R^2$ )
Job motivation ( $X_1$ )	0.228	0.309	0.495
Job Satisfaction ( $X_2$ )	-0.228	0.233	
Organizational Commitment ( $Z$ )	0.645	0.015	

The Regression Analysis Results of Job Motivation ( $X_1$ ), Job Satisfaction ( $X_2$ ) and Organizational Commitment ( $Z$ ) to Job Performance ( $Y$ )

### 5.3. Results of path analysis



The first hypothesis states that there is a significant effect between job motivation toward organizational commitment and job performance. Based on the analysis results,  $P$ -value is  $0.000 < \alpha$  5% or 0.05, this shows that job motivation and organizational commitment affects significantly job performance. Therefore, it is **accepted**. Furthermore, the second, third, fourth and fifth hypotheses are also accepted.

## 6. Discussion

### 6.1. Discussion on the effect of job motivation to organizational commitment

An individual that has high level of need for affiliation generally is successful in the job that needs high level of social interaction. That directly affects organizational commitment with the mean score 3.57 on the question that, if there is another offer of work in another, better, place, the employee does not feel that they should leave the current workplace. This shows that the employees already feel comfortable working with each other so that a willingness to leave does not exist. To be beneficial for the related

institution, with a solid relationship between employees, conflicts seldom happen and thus the related institution can focus on accomplishing the duties.

On the other hand, it does not directly affect job performance of employees with the highest mean score 3.63 in the question of the job done according to the target set. Need for affiliation is a desire to have personal relationship between individuals courteously and intimately. An intimate situation, one to another, brings understanding of an individual's condition that there has not been obtained a proper achievement in the job, so that job motivation does not significantly affect job performance.

According to Wexley and Yulk (1977:89), job satisfaction is a feeling about the job. With the high level of job satisfaction at *Balai Besar Wilayah Sungai Brantas* in East Java region, this directly affects organizational commitment with the highest mean score, 3.57, in the question that if, there is another offer to work at another, better, place, the employee will not feel that they should leave the current workplace. This shows that the employees are comfortable with to the current job because it is suitable to each competence. Therefore, the willingness to move to another workplace is very low because the compatibility of employees to each job brings benefits to the related institutions because they will not easily lose quality in working power.

The high level of satisfaction on the job is in accordance with the highest mean score, 3.50, on the fourth statement that the employee feeling satisfied and always enthusiastic in accomplishing the work does not directly affect job performance of employees with the highest mean score on the question regarding the number of jobs done by the targets set.

The high normative commitment indicator brings a causal of employees who stay for the job, because they feel obligated to do so based on the belief about what is right and related to morality; as a result, job performance rises as in line with loyalty built. Employees that have organizational commitment will show behavior of avoiding disadvantageous actions to the good name of organization, be loyal to the leaders, colleagues and subordinates, and in solving conflicts through discussion.

A high level of a need for achievement and need for affiliation does not directly affect job performance. On the other hand, if need for achievement and need for affiliation affect significantly to organizational commitment, so that it affects the high level of normative commitment and can improve job performance, that should be maintained. Therefore, even though job motivation is high, it does not directly affect job performance. That motivation finally causes high organizational commitment in the indicator of normative commitment, and, as a result, that high commitment can affect job performance of employees at *Balai Besar Wilayah Sungai Brantas* in East Java region.

However, in the future, employees' welfare is one of the things being considered by government in order to create high job motivation that can affect job performance.

The lowest level of satisfaction identified according to the research result is in the subsidy given for, employees to feel sufficiently satisfied. This is because what the employees work for is paid for with the subsidy, since, if the cost of living cost rises, the salary and subsidy tend to remain stable or the same. Therefore, job satisfaction does not directly affect job performance even though job satisfaction is quite high. This is because they tend to be satisfied with the same things as an everyday routine in annual periods, as a result, that does not directly affect job performance. On the other hand, because high satisfaction creates normative organizational commitment, that can affect job performance of employees at *Balai Besar Wilayah Sungai Brantas* in East Java region.

## 7. Conclusion

Based on the aforementioned analysis results and discussion, the writer concluded overall as follows:

1. Job motivation significantly affects organizational commitment and job performance
2. Job satisfaction significantly affects organizational commitment and job performance
3. Organizational commitment significantly affects job performance of employees
4. Organizational commitment significantly mediates job motivation toward job performance
5. Organizational commitment significantly mediates job motivation toward job performance

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