

The Effect of Work Motivation on Employees' Performance Mediated by Job Satisfaction at Pt. Bank Rakyat Indonesia TBK Rengat Branch Office

Puspa Dewi^{*a}, Khusnul Fikri^b, Tomy Fitrio^c

^{*a,b,c} Economics Collage Indragiri (STIE-I) Rengat Indonesia

Abstract

The purpose of this study was to analyze the effect of work motivation on job satisfaction, work motivation on employees' performance and job satisfaction on employees' performance and the effect of work motivation on employees' performance mediated by job satisfaction at PT. Bank Rakyat Indonesia (Persero) Tbk Rengat Branch Office. The data were collected by a close questionnaire. The samples were 65 organic employees working at PT. Bank Rakyat Indonesia (Persero) Tbk Rengat Branch Office. These samples were chosen by saturated sampling technique. Then, the data were analyzed by applying SEM (Structural Equation Modeling) analysis which was operated through SmartPLS 3 Application. The results of this study indicated that: (1) Work motivation has a positive and significant effect on employees' job satisfaction. (2) Work motivation has a positive and significant effect on employees' performance. (3) Job satisfaction has a positive and significant effect on employees' performance. (4) Job satisfaction mediates the influence of work motivations on employees' performance positively and significantly.

Keywords: Work Motivation, Job Satisfaction, Work Performance

1 Introduction

Employees are the assets for every organization because guaranteed achievement of organization goals is a manifestation of the work carried out by employees. For that reason, employees with good performance in quality and quantity are required. As stated by Sedarmayanti (2009: 7), managing human resources efficiently will be able to achieve organization goals. Operationally, the organization's objectives include the community goals (societal objective); organizational objectives, functional objectives, and personal objectives. A human resources department must have the ability to develop, use and maintain human resources so that organizational functions can run in balance. The same thing was mentioned in the study conducted by Antasurya (2013): the success of an organization is strongly influenced by the performance of individual employees. Every organization and company will always strive to improve employees' performance, with the hope that the company's goals will be achieved. Labors have a great potential to run company's activities. The potential of every human resource in the company must be utilized as well as possible so it can provide optimal output.

According to Helfert (Riva'i dan Sagala, 2013:604), job performance is a display of the situation as a whole over the company for a certain period of time. It is a result or an achievement that is influenced by the company's operational activities in utilizing the resources it has. Meanwhile, Bernadin (Sudarmanto, 2009: 8) states that job performance is a record of results produced or the functions of a certain job or activity for a certain period of time.

If the employees of PT. Bank Rakyat Indonesia (Persero) Tbk Rengat can provide well services to customers and provide the best job performance, it will have an impact on customers' satisfaction which will lead to achieving company goals as expected.

The following is the display of data on employees' performance appraisal at PT. Bank Rakyat Indonesia (Persero) Tbk Rengat from 2015 until 2017.

Table 1. Organic Employees' Performance Assessment at PT. Bank Rakyat Indonesia (Persero) Tbk Rengat from 2015 until 2017.

| Years | Predicates | | | | | | | | | | Total | |
|-------|------------|------|-----------|-------|--------|-------|-------------|------|----------|-------|--------|------|
| | Excellent | | Very Good | | Good | | Fairly Good | | Not Good | | | |
| | People | % | People | % | People | % | People | % | People | % | People | % |
| 2015 | 2 | 3,92 | 14 | 27,45 | 25 | 49,02 | 4 | 7,84 | 6 | 11,76 | 51 | 100% |
| 2016 | 5 | 8,47 | 20 | 33,90 | 28 | 47,46 | 2 | 3,39 | 4 | 6,78 | 59 | 100% |
| 2017 | 4 | 6,15 | 24 | 36,92 | 33 | 59,77 | 1 | 1,54 | 3 | 4,62 | 65 | 100% |

Source: PT. BRI (Persero) Tbk Rengat Branch Office 2018.

Table 1 display that the employees' performance was not optimal. It was proved by the assessment of employees' performance which revealed that there were some employees who are quite good and not good. It means that PT. Bank Rakyat Indonesia (Persero) Tbk Rengat Branch Office needed to pay attention to the factors that affected the performance of these employees theoretically. According to Davis (Mangkunegara, 2013: 13), job performance is influenced by work motivation, and according to Gibson (Hendriani and Oemar, 2011: 17), job satisfaction has a relationship with performance.

The following is the explanation of these two factors. The first factor is the effect of work motivation on performance. Motivation is the driving force to make employees work with high morale and create work enthusiasm in order to complete the work that has been entrusted. The same thing is expressed by Steers (Sedarmayanti, 2014: 233) that motivation is the power of an individual tendency to engage in activities oriented in working goals. This is not a feeling of relative pleasure to the results of various jobs as well as satisfaction, but rather a feeling of being willing to work to achieve working goals.

The results of the empirical studies like (Rizkiyani 2017), (Fachreza et.al 2017) have proven that motivation has a positive and significant effect on job performance. Furthermore, (Kansenda 2013), also states that motivation has a significant effect on employees' performance. Furthermore the results of other previous studies also revealed that motivation has a positive and significant influence on employees' performance (Nurchayani & Adnyani 2016) and (ardiaz et.al 2017) state that work motivation has a positive and significant effect on employees' performance. However, there are differences in research results from (Murti & Srimulyani 2013), which found that motivation does not have a significant effect on employees' performance.

The second factor is the influence of job satisfaction on job performance. Greenberg and Baron (2003: 148) describe job satisfaction as a positive or negative attitude showed by individuals to their work. A similar view is expressed by Gibson, et al (Wibowo, 2017: 131) which states job satisfaction as the attitude that workers have about their work. This is a result of their perception of work.

The results of several studies also prove that job satisfaction influences employees' performance. For example, a study from (Setyawibowo & Silvianita, 2017) concluded that job satisfaction has a positive and significant relationship to the job performance of employees at PD BPR Bank Gunung Kidul. Furthermore, the results of the study conducted by (Sukidi & Wajdi, 2016) reveals that job satisfaction also has a positive and significant effect on employees' performance. This also happens to an empirical study conducted by (Pradana & Nurgraheni, 2015), which found that job satisfaction has a positive effect on employees' performance.

However, a different result was obtained in a research by (Crossman et.al 2003) which concluded there was no significant relationship between job satisfaction and employees' performance. Kreitner and Kinicki (2001: 226) argue that the biggest controversy in organizational research is about the relationship between satisfaction and work performance. Some claim that job satisfaction affects work performance higher, while others argue that work performance affects satisfaction.

Employees' job satisfaction can also be a mediating variable between the effect of motivation on job performance. This has been proven by the results of a study (Antasurya, 2013), stating that job satisfaction significantly mediates the effect of work motivation on employees' performance. Furthermore, a research by (Murti & Srimulyani 2013) and (Ardiaz et.al 2017) also conclude that job satisfaction is a mediating variable between motivation and performance.

Employees' satisfaction with the presence of motivation does not necessarily improve employees' performance. On the contrary, if employees are not satisfied with the existence of motivation, employees'

performance does not necessarily decline. The same thing is stated by (Rizkayani, 2017). The results of her study proved that job satisfaction is not an intervening variable; in other words, the influence of motivation on job performance is a direct influence, not mediated job satisfaction. Thus, job satisfaction does not act as an intervening variable. This implies that the level of motivation given to improve employees' performance will not affect employees' job satisfaction on the work motivation given to improve performance.

Based on the phenomena, research gap and theory gap, it can be observed the problems that occur. On the basis of these problems, the authors analyzed deeper by conducting research with the title: *The Effect of Work Motivation on Employees' Performance Mediated by Job Satisfaction at PT. Bank Rakyat Indonesia (Persero) Tbk Rengat Branch Office.*

2 Review of Literatures

2.1 Performance

According to Robbins (in Sinambela, 2012: 5), job performance is the result of evaluating the work done by individuals compared to the criteria that have been set together. Prawirosentono and Primasari (2015: 2) mentions that job performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organization in question, not breaking the law and in accordance with morals and ethics.

Riva'i (2009: 532) defines performance as the willingness of a person or group of people to carry out an activity, and perfect it according to their responsibilities with results as expected. While according to Mathis (2011: 378), performance (performance) is basically "what is done or not done by employees". What is meant to be done and not done here is work or duties that are the employees' responsibility.

Tika (2012: 122) explains that employees'/ groups' performance is influenced by two factors:

Internal factors, consisting of intelligence, skills, emotional stability, motivation, perceptions of roles, family conditions, physical conditions, and characteristics of the work group.

External factors, consisting of labor regulations, customer desires, competitors, social values, trade unions, economic conditions, changes in work location and market conditions.

Gibson (2008: 123) argues that job performance is influenced by several factors, such as: 1) Individual variables (abilities and skills, background and demographics). 2) Psychological variables (perception, attitude, personality, motivation, job satisfaction and work stress). 3) Organizational variables (leadership, compensation, conflict, power, organizational structure, job design, organizational and career design).

Meanwhile, Wirawan (2017: 791) classifies the dimensions of employees' performance into 3 (three) types: Work achievement, which refers to the quantity and quality of the employees' achievement in carrying out their work. Work achievement can be in the form of goods and services that can be measured in its quantity and quality. For example, how many shirts and pants a tailor produces every day and how is its quality, whether it meets the quality standards set. A doctor's job performance refers to how many patients he checks every day and how many patients he can cure.

Work behavior. Employees carry out two types of behavior: work behavior and personal behavior when they are at work and carrying out their work. When the doctor examines the patient at his clinic or in the hospital, the doctor behaves according to the medical code of ethics: how to speak with patients, how to examine patients, how to prescribe everything must refer to medical science and the doctor's code of ethics. However, when he ordered food in the cafeteria, he behaved personally.

Personal properties that relates to jobs. It is the personal nature required by an employee in carrying out his work. For example, a pilot of a fighter must have a personal trait that is not afraid of heights, he dares to face his enemies, he dares to risk his plane being shot by a missile in dogfight and killed in battle.

Bangun (2012: 234) argues that the standard of work can be determined from the contents of a job, which can be used as a basis for evaluating each job. To facilitate the assessment of employees' performance, work standards must be measurable:

Number of jobs. This dimension shows the number of jobs produced by individuals or groups as requirements that become standard work. Every job has different requirements so that it requires employees to fulfill these requirements: knowledge, skills, and appropriate abilities. The job requirements can discover the number of employees needed to be able to do it, or each employee can work on how many units of work.

Work quality. Every employee in the company must meet certain requirements to be able to produce work according to the quality demanded by a particular job. Every job has certain quality standards that must be

adjusted by employees in order to do it according to the provisions. Employees have good performance if they can produce work according to the quality requirements demanded by the job.

Punctuality. Every job has different characteristics; certain types of work must be completed on time because it depends on other work. So, if the work in a certain part is not completed on time, it will hamper work in other parts. Thus, it affects the amount and quality of work. Similarly, a job must be completed on time because of customer orders and use of production. For example, customers have ordered products until a certain time limit. To meet these demands, the company must produce it on time because a certain type of product can only be used until a certain time limit. It requires the employee to complete it on time, because it will affect its use. In this dimension, employees are required to complete work on time.

Presence. A certain type of work requires the presence of employees according to the time specified. There are types of jobs that cover the presence of employees during the next hour a day for five working days a week. Employees' performance is determined by the level of employees' attendance in performing his job.

The ability to cooperate. Not all jobs can be completed by just one employee. For certain types of work, it may have to be completed by two or more employees, so that it requires collaboration between employees is needed. Employees' performance can be assessed from its ability to work with other colleagues.

2.2 Work Motivation

Robbins (2001: 166) states that work motivation as a willingness to issue a high level of effort to achieve organizational goals, which is prepared by the efforts to meet several individual needs. Meanwhile, Riva'i and Sagala (2013: 837) assert that motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals.

According to Saydam (2005: 325), motivation is all the strength in a person which gives power, direction and maintains behavior. The same thing was explained by Heller (Wibowo, 2014: 322) who defines motivation as the desire to act.

There are several motivational theories proposed by experts, some are:

A theory from Abraham H. Maslow (Hughes, et. Al., 2012: 318) which states that motivation is formed because of 5 hierarchy of needs; they are: (1) Physiological needs, such as clothing, food, and shelter. (2) Security needs, security means not only physical security, but also psychologically and intellectually. (3) Ownership needs. (4) Self-esteem needs, which are generally reflected in various status symbols. (5) Self-actualization in the sense of the availability of opportunities for someone to develop the potential contained in him so that it turns into a real ability.

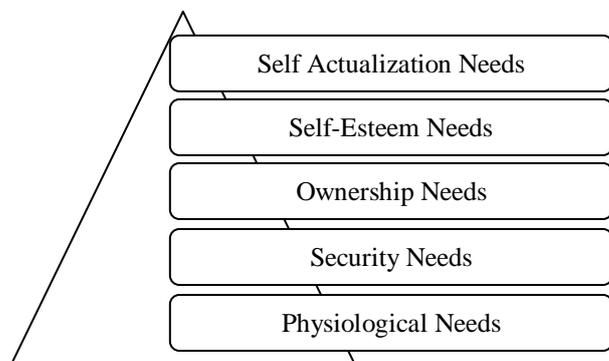


Figure 1: Maslow's Hierarchy of Needs

Source: Hughes, et.al, 2012:318

The Theory of Clayton Alderfer's (Siagian, 2014: 289). For those who like to explore the theory of motivation, it is not a new thing that Alderfer's theory is known as the acronym "ERG". The ERG acronym in Alderfer's theory is the first letters of three terms, namely: E = Existence, R = Relatedness, and G = Growth. In deeper comprehension, it will be seen that the theory of Alderfer states that: (a) The more unfulfilled the needs, the greater the desire to satisfy it. (b) The desire to satisfy "higher" needs is greater if the "lower" needs are satisfied. (c) Conversely, the more difficult it is to satisfy a higher level of need, the greater the desire to satisfy more basic needs.

The Theory of Herzberg (Fahmi, 2013: 113). Herzberg suggests his motivation theory focused on the side of study, namely: (a) Motivation factor. In motivation factor, there is something that must be remembered and understood. Factors that influence the level of work satisfaction is based on meeting high level needs such as achievement, appreciation, responsibility, and opportunities for growth. (b) Hygiene factor. Seeing how

working conditions, working environment and other similar aspects bring an influence in encouraging someone to have a strong motivation in building morale.

The Theory of Hope (Siagian, 2014: 292). According to this theory, motivation is caused by a result to be achieved by someone and the estimate concerned that his actions will lead to the desired results. It means that if someone really wants something, and the road seems open to get it, the person will try to get it.

The Theory of Justice (Anoraga, 2009: 163). According to this theory, individuals' behavior is influenced by a sense of justice and injustice. In assessing this justice, individuals will pay attention to factors: (a) Input. It is something that is given by individuals in carrying out their work, for example knowledge, intelligence, skills, and experience. (b) Outcome. It is something that is received from a company in return for an assignment, for example, something received as housing, health, working conditions. (c) Comparison person. It refers to another individual to whom the employee compares the input and outcome. The individual can be an employee at work or out of work.

The Theory of Strengthening and Behavior Modification in Siagian (2014: 293). This theory applies what is known as the law of influence which states that humans tend to repeat behaviors that have consequences which benefit themselves and avoid behavior that results in adverse consequences.

Theories related to rewards with achievements in Siagian (2014: 294). According to this model, an employee's motivation is influenced by various factors. Internal factors: perception, self-esteem, personal expectations, needs, desires, job satisfaction, work performance produced. External factors: type and nature of work, work groups where someone joins, organization of work, environmental situation in general, and the system of benefits that apply and how to apply it.

According to McClelland (Suparyadi, 2015: 424), there are three dimensions that show work motivation; they are:

Need for achievement (n Ach) It is an urge to surpass, do work that exceeds the prescribed standards, wrestle for success. Some people have a very strong urge to succeed; they wrestle for personal achievements rather than to get rewards. They have a desire to do things better or more efficiently than they have done before.

The need for power (n Pow). It is the need to make other people behave in a way like he wants without being forced. The need for power is the desire to have influence and control others. Individuals with high n Pow enjoy being burdened, wrestle to influence others, prefer to be placed in competitive and status-oriented positions, tend to be more concerned with prestige and gain influence over others than effective performance.

Needs to be affiliated (n Aff). It is the desire for friendly and intimate interpersonal relationships to be liked and accepted by others. Individuals with high n Aff struggle hard for friendship, preferred cooperative situations rather than competitive situations, and are eager for relationships that involved a high degree of mutual understanding.

Newstroom (Wibowo, 2017: 110) suggests that motivational indicators are: (1) Engagement, which is an employee agreement to show the level of enthusiasm, initiative and effort to continue. (2) Commitment, which is a degree to which workers bind with organizations and show the actions of organizational citizenship. (3) Satisfaction, which is a reflection of fulfilling psychological contracts and meeting expectations in the workplace. (4) Turnover, which is a loss of valued workers.

2.3 Job satisfaction

Hasibuan (2013: 202) says that job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and job performance. Job satisfaction is enjoyed in work, outside work and a combination of in and outside work. Meanwhile, Blum (Hartatik, 2014: 223) states that job satisfaction is a general attitude which is the result of several special attitudes towards work factors, adjustment and individual social relations outside work. Among the experts, some of them provide an understanding of job satisfaction with an emphasis on each viewpoint. However, these views are not contradictory, but can complement each other.

According to Gibson, et al (Wibowo, 2017: 131), job satisfaction is the attitude that workers have about their work. This is a result of their perception of work. Job satisfaction is related to a person's feelings or attitudes about the job, salary, opportunities for promotion or education, supervision, coworkers, workloads and others (Hughes, et.al, 2012: 312).

The theory about job satisfaction tries to express what makes some people more satisfied with a job than some others. This theory also seeks the foundation of the process of people's feeling towards job satisfaction. Hartatik (2014: 226) mentions that there are several theories about job satisfaction, such as: The theory of nonconformity (Discrepancy Theory). This theory measures one's job satisfaction by calculating the difference between something that should and the perceived reality. Thus, if satisfaction is obtained beyond what is desired, people will become more satisfied. It results in positive discrepancies. A person's job satisfaction depends on the difference between something that is considered to be obtained with what is achieved.

The Theory of Justice (Equity Theory). This theory reveals that people feel satisfied or not depends on the justice in a work situation. According to this theory, the main components in the theory of justice are inputs, the results of justice and injustice. Input is a valuable factor for employees which is considered to support their work, such as education, experience, skills, number of tasks and equipment or equipment used to do their jobs.

The theory of two factors (Two Factor Theory). According to this theory, job satisfaction and dissatisfaction are different things. Job satisfaction and dissatisfaction are not continuous variables. This theory formulates job characteristics into two groups: satisfies (motivator) and dissatisfies. Satisfies are factors or situations required as a source of job satisfaction which consists of interesting work, full of challenges, opportunities to excel, and opportunities to get awards and promotions. Fulfillment of these factors will lead to satisfaction, but not fulfilling these factors does not always lead to dissatisfaction. Meanwhile, dissatisfaction is a factor that becomes a source of dissatisfaction, which consists of salary / wages, supervision, interpersonal relations, working conditions and status.

The Theory of Motivation Hygiene (M-H). One factor that explains job satisfaction is M-H theory developed by Frederich Herzberg. Actually, M-H theory leads to job satisfaction. However, research shows a positive relationship between job satisfaction and HR turnover as well as between job satisfaction and work commitment. The point is that M-H theory actually disagrees with the provision of high rewards, such as the golden handcuff strategy. Since high rewards are only able to eliminate job dissatisfaction and not be able to bring job satisfaction, Herzberg suggested that companies do job enrichment, which is an effort to create jobs with challenges, responsibilities and great autonomy.

To prevent dissatisfaction and increase satisfaction, there are two opinions from experts, along with their description in Hartatik (2014: 236):

According to Riggio. Increasing job satisfaction can be done in the following ways: (a) Making changes to work structure, (b) Making changes to the structure of payments, (c) Conducting supportive programs.

According to Greenberg and Baron. Preventing dissatisfaction and increasing satisfaction can be done in the following ways: (1) Making fun work, (2) Paying salaries based on honesty, (3) Meeting people with jobs that match their interests, (4) Avoiding boredom and repetitive work repeat.

According to Luthan (Hendriani and Oemar, 2011: 11), there are three dimensions in job satisfaction; they are:

- Job satisfaction is an emotional response to the work situation so job satisfaction can be seen and can be predicted.
- Job satisfaction is often determined according to how well the results achieved meet or exceed expectations. The meaning is that if members of the organization feel that they are working too hard than others in the department, but receive fewer awards, they may have a negative attitude towards their work, leaders, and/or coworkers, so they are not satisfied.
- Job satisfaction represents several related attitudes.

In addition, Robbins and Judge (2015: 50) say that the level of employee job satisfaction can be measured through indicators: (1) Work, (2) Salary, (3) Promotion, (4) Supervision, (5) Work colleagues, (6) Overall

2.4 Previous Research

Table 2 : Previous Research

| No. | Researchers (Years) | Variable | Results |
|-----|---------------------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| 1 | Rizkayani (2017) | Motivation Compensation Job satisfaction Performance | Motivation-Job Satisfaction Significant Motivation-Job Performance Significant |

| | | | |
|---|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | Motivation through Job Satisfaction- Job Performance Not Intervening Variable Motivation Moderation Compensation- Job Performance Moderation Variable Job Satisfaction-Job Performance Significant |
| 2 | Ardiaz (2017) | Motivasi Kerja Gaya Kepemimpinan Tranformasional Kepuasan Kerja Kinerja Work motivation Transformational leadership style Job satisfaction Job Performance | Work Motivation – Job Performance Positive and Significant Work Motivation – Job Satisfaction Positive and Significant Transformational Leadership Style – Job Performance Positive and Significant Transformational Leadership Style – Job Satisfaction Positive and Significant Job Satisfaction – Job Performance Positive and Significant Work Motivation through Job Satisfaction – Job Performance Significant Transformational Leadership Style through Job Satisfaction – Job Performance Significant |
| 3 | Kristine (2017) | Job satisfaction Organizational Commitment Motivation Job Performance | Job Satisfaction – Job Performance Has Negative and Significant Effects Organizational Commitment – Job Performance Positive and Significant Motivation – Job Performance Positive and Significant |
| 4 | Kasenda (2013) | Compensation Motivation Performance | Compensation – Job Performance Significant Motivation – Job Performance Significant |
| 5 | Murti (2013) | Motivation Job satisfaction Job Performance | Motivation – Job Satisfaction Significant Motivation – Job Performance Not Influence Significantly Job Satisfaction – Job Performance Significant Motivation through Job Satisfaction – Job Performance Significant |
| 6 | Inaray | Leadership Work motivation Job Performance | Leadership – Job Performance Significant Work Motivation – Job Performance Doesn't Affect |
| 7 | Setyawibowo (2017) | Job satisfaction Job Performance | Job Satisfaction – Job Performance Significant |
| 8 | Sukidi (2016) | Motivation Compensation Job satisfaction Job Performance | Motivation – Job Satisfaction Positive and Significant Motivation – Job Performance Positive and Significant Compensation - Job Satisfaction Positive and Significant Compensation – job Performance Positive and Significant Job Satisfaction – Job Performance Positive and Significant |

| | | | |
|----|---------------------------|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9 | Hanafi (2010) | Motivation Work environment Job satisfaction Job Performance | Motivation – Job Performance Positive (+) and Significant Motivation – Job Satisfaction Positive and Significant Motivation Mediated with Job Satisfaction – job Performance Significant Job Satisfaction – Job Performance Positive and Significant |
| 10 | Nitasari (2012) | Work motivation Job satisfaction Job Performance | Motivation – Job Satisfaction Positive and Significant Motivation – Job Performance Positive and Significant Job Satisfaction – Job Performance Positive and Significant |
| 11 | Fadhil dan Mayowan (2018) | Work motivation Job satisfaction Job Performance | Motivation – Job Satisfaction Positive and Significant Motivation – Job Performance Positive and Significant Job Satisfaction – Job Performance Positive and Significant |
| 12 | Dhermawan (2012) | Motivation Work environment Competence Compensation Job satisfaction Job Performance | Motivation – Job Satisfaction Not Significant Work Environment-Job Satisfaction Not Significant Competencies – Job Satisfaction Significant Compensation – Job Satisfaction Significant Motivation – Job Performance Not Significant Competence – Job Performance-Significant Environment Work – Job Performance Significant Compensation – Job Performance Significant Job Satisfaction – Job Performance Significant |
| 13 | Sudiarditha (2016) | Work environment Work motivation Job satisfaction | Environment Work – Job Satisfaction Significant Work Motivation – Job Satisfaction Significant |
| 14 | Antasurya (2013) | Transactional leadership Work motivation Job satisfaction Job Performance | Transactional Leadership – Job Satisfaction Significant Transactional Leadership – Job Performance Significant Motivation – Job Satisfaction Significant Motivations – Job Performance Significant Job Satisfaction – Job Performance Significant |
| 15 | Changgriawan (2017) | Job satisfaction Work motivation Job Performance | Job Satisfaction – Job Performance Significant Work Motivation – Job Performance Doesn't Affect |
| 16 | Yulius (2017) | Motivation | Motivation – Job Performance Positive |

| | | | |
|----|------------------------|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | Organization Citizenship Behavior Job Performance | and Significant Motivation – Organization Citizenship Behavior Positive and Significant Organization Citizenship Behavior – Job Performance Positive and Significant. Motivation through Organization Citizenship Behavior – Job Performance Positive and Significant |
| 17 | Otto (2018) | Organization Citizenship Behavior Organizational Commitment Transformational leadership Motivation Job Performance | Motivation – Job Performance Positive and Significant |
| 18 | Al-Musadieq (2018) | Work motivation Job Design Organizational culture Job Performance | Job Design – Job Performance Positive and Significant Job Design – Work Motivation Positive and Significant Organizational Culture – Job Performance Positive and Significant Organizational Culture – Work Motivation Positive and Significant Work Motivation – Job Performance Positive and Significant |
| 19 | Crossman & Zaki (2003) | Job satisfaction Job Performance | Job Satisfaction – Job Performance Does Not Affect Significantly |
| 20 | Hanzaee (2013) | Emotional Intelligence Organization Citizenship Behavior Job satisfaction Job Performance | Job Satisfaction – Job Performance Positive and Significant |

2.5 Conceptual Framework

The conceptual framework in this study can be seen in the following figure:

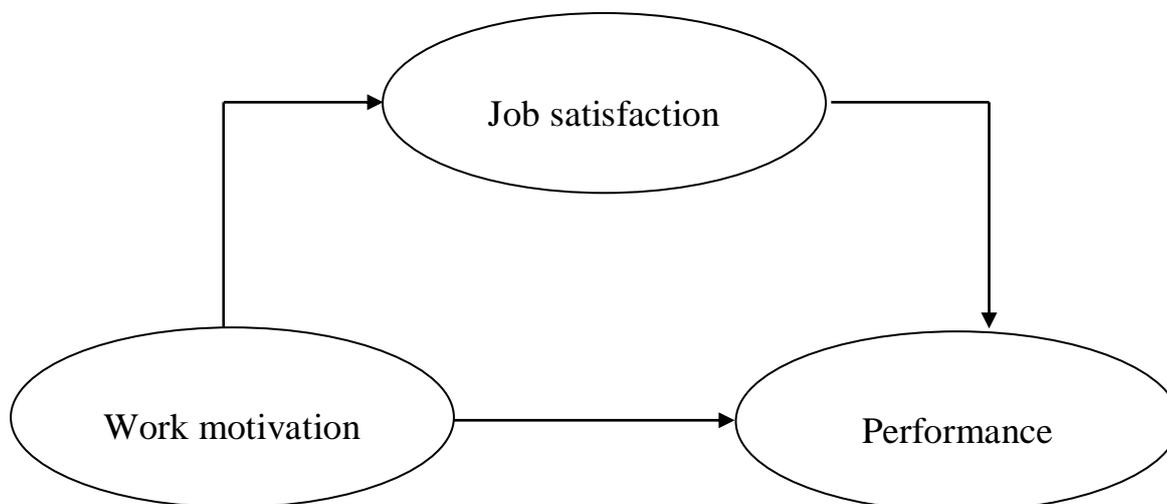


Figure 2:
Conceptual Framework

2.2 Research Hypothesis

Referring to the conceptual framework, this study has 4 (four) hypotheses:

1. Work motivation has a positive and significant effect on job satisfaction
2. Work motivation has a positive and significant effect on job performance
3. Job satisfaction has a positive and significant effect on job performance
4. Job satisfaction acts as a mediating variable between work motivation and job performance

3 Methodology / Materials

The object of this study was PT. Bank Rakyat Indonesia (Persero) Tbk Rengat Branch Office which a banking company. The population in this study was organic employees who worked at PT. Bank Rakyat Indonesia (Persero) Tbk Rengat Branch Office as many as 65 people. The total samples were 65 respondents chosen using the Saturated Sampling method. The technique used to collect data was using a questionnaire; the type of questionnaire used was a closed questionnaire. The technique of data measurement applied in this study was a Likert scale. Then, the data were analyzed by applying SEM (Structural Equation Modeling) analysis which was operated through SmartPLS 3 Application.

4 Results and Discussion

4.1 Validity Test

Validity test was utilized to measure the validity of the questionnaire. In this study, the validity test was carried out with a correlation between the scores of the question items with the total construct scores or variable; then, they were compared to 0.7. If the correlation between the questionnaire score and the total variable score was equal to 0.7 or more (at least 0.7), then the instrument item was declared valid. The results of the validity test of each variable using the PLS software program are shown in Figure 3

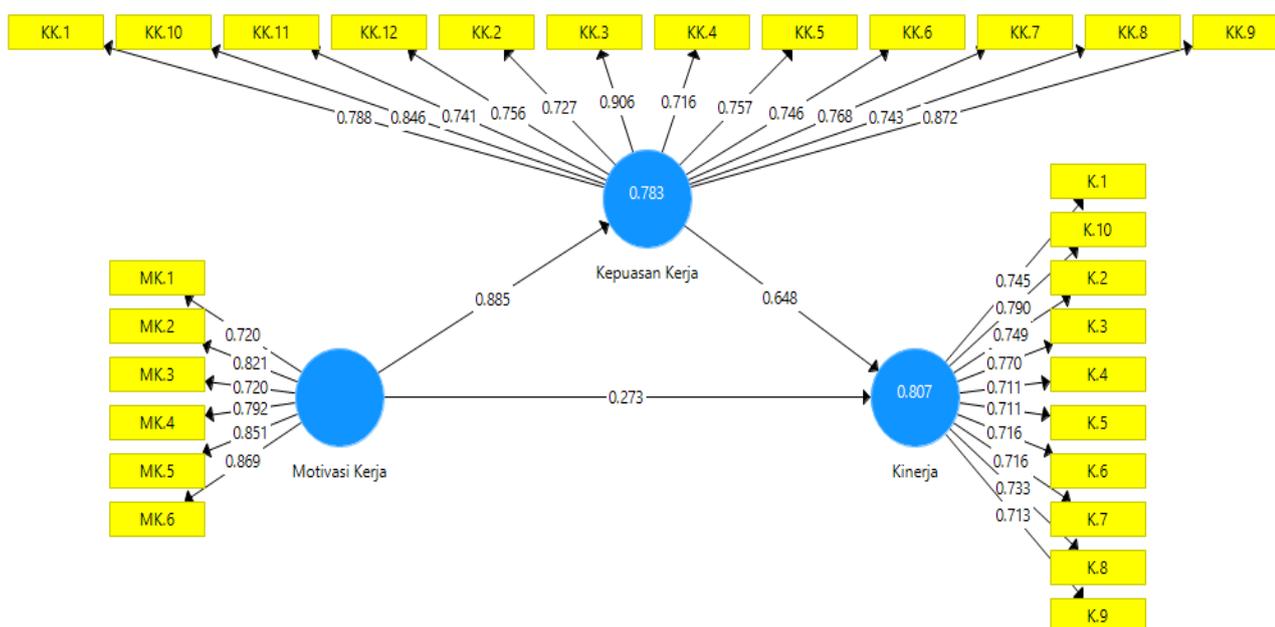


Figure 3 displays that the calculated value is greater than 0.7. It can be concluded that all 28 questions are valid.

4.2 Reliability Test

A questionnaire is said to be reliable if a person's answer to a question is consistent or stable over time. In this research, reliability variables were determined based on Cronbach's alpha value. If the value of Cronbach's alpha was greater than 0.7, the variable was reliable. The reliability test results of each variable using the PLS program are shown in table 3 below:

Table 3: Reliability Test

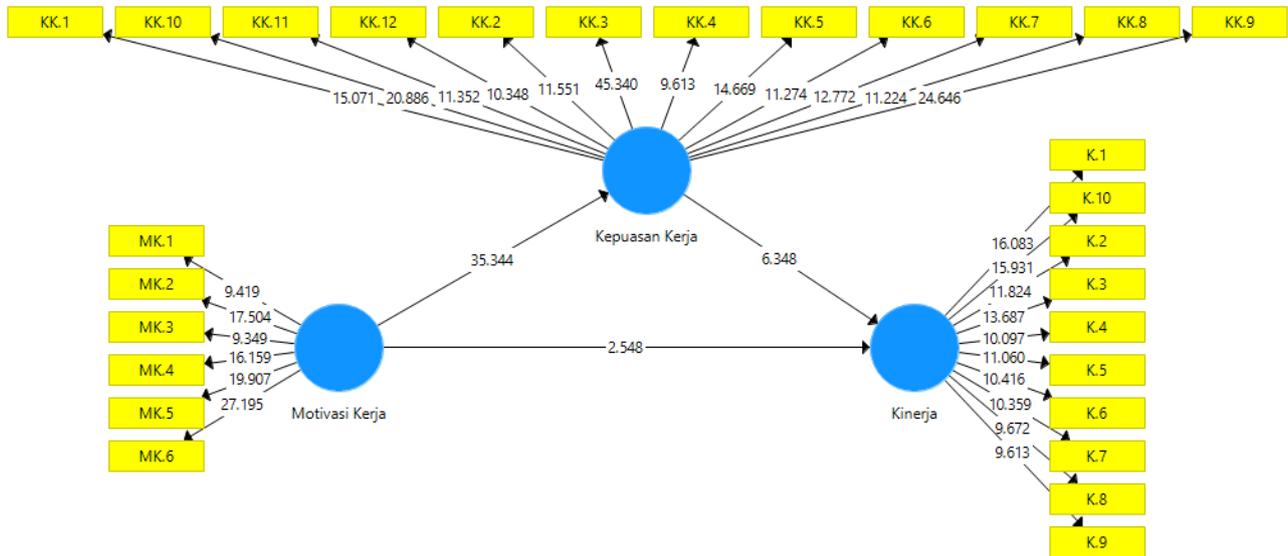
| Variables | No. Of Questions | Value of Cronbach's Alpha | Value of rho_A | Value of Composite Reliability | Minimum Score | Remarks |
|-----------|------------------|---------------------------|----------------|--------------------------------|---------------|---------|
| | | | | | | |

| | | | | | | |
|------------------|----|-------|-------|-------|-----|----------|
| Work motivation | 6 | 0,942 | 0,943 | 0,950 | 0,7 | Reliable |
| Job satisfaction | 12 | 0,906 | 0,908 | 0,922 | 0,7 | Reliable |
| Job performance | 10 | 0,884 | 0,887 | 0,913 | 0,7 | Reliable |

Source: PLS Data Processed

Table 3 demonstrates all values of Cronbach's Alpha, rho_A and Composite Reliability which are greater than 0.7. It can be concluded that all variables are reliable.

4.3 Hypotheses testing



Source: Processed PLS Data
Figure 4. Hypotheses Testing

Table 4 : Hypotheses Testing

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O /STDEV) | P Values |
|----------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Kepuasan Kerja -> Kinerja_ | 0.648 | 0.660 | 0.102 | 6.348 | 0.000 |
| Motivasi Kerja -> Kepuasan Kerja | 0.885 | 0.887 | 0.025 | 35.344 | 0.000 |
| Motivasi Kerja -> Kinerja_ | 0.273 | 0.263 | 0.107 | 2.548 | 0.011 |

Source: PLS Data Processed

The value of t-table is 1,998. The explanation of the hypotheses based on the statistical results is as follows:

H1. The Effect of Work Motivation on Job Satisfaction

The structural equation shows that the value of work motivation on employee job satisfaction obtained was the value of t-Calculate > t-Table that was $35,344 > 1,998$. It can be concluded that work motivation had a positive and significant effect on employees' job satisfaction with the results of hypothesis testing accepting H_1 and rejecting H_0 .

H2. The Effect of Work Motivation on Job Performance

This second hypothesis from the structural equation illustrated that the value of work motivation on employee performance obtained was t-count $2,548 > t$ -table 1,998. It can be concluded that work motivation had a positive and significant effect on employees' performance with the results of hypothesis testing receiving H_2 and rejecting H_0 .

H3. The Effect of Job Satisfaction on Job Performance

This third hypothesis from the structural equation proves that the value of job satisfaction on employees' performance obtained was $t\text{-count} > t\text{-table}$ that was $6,348 > 1,998$. It can be concluded that job satisfaction had a positive and significant effect on employees' performance with the results of hypothesis testing receiving H_3 and rejecting H_0 .

H4. The Effect of Work Motivation on Job Performance Mediated by Job Satisfaction

Table 5: The Effect of Inter-Variable Work Motivation on Employees' Performance Mediated by Job Satisfaction.

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|----------------------------------------------|---------------------|-----------------|----------------------------|------------------------|----------|
| Motivasi Kerja -> Kepuasan Kerja -> Kinerja_ | 0.573 | 0.585 | 0.094 | 6.100 | 0.000 |

Source: PLS Data Processed

The fourth hypothesis testing was measuring the influence of work motivation on employees' performance mediated by job satisfaction. The result showed a significant effect. It can be seen by comparing the value of $t\text{-count} > t\text{-table}$ which was $6,100 > 1,998$. So, it can be concluded that job satisfaction mediated the influence of work motivation on employees' performance positively and significantly, meaning that the fourth test received H_4 and rejected H_0 .

4.4 Discussion

Based on the findings above, work motivation has a positive and significant effect on employees' job satisfaction. The results of this study are similar to the results of the study conducted by (Hanafi, 2017), (Sudiaritha et al. 2016), (Ardiaz et al., 2017), and (Nitasari, 2012) which conclude that work motivation influences employees' job satisfaction. Thus, it can be concluded that the higher the employees' work motivation, the higher the employees' job satisfaction is. Then, work motivation has a positive and significant effect on employees' performance. This results are supported by previous research conducted by (Pawirosumarto, Sarjana, Muchtar, & Muzaffar, 2017), (Otto, 2018), (Rizkayani, 2017), (Fachreza et al., 2018), (Kasenda, 2013), (Nurcahyani & Adnyani, 2016), (Ardiaz et al., 2017) stating that work motivation has a positive and significant effect on employees' performance. After that, job satisfaction has a positive and significant effect on employees' performance. The results of this study are supported by previous research conducted by (Hanzaee, Mirvaisi, & Majid, 2013), (Setyawibowo & Silvianita, 2017), (Sukidi & Wajdi, 2016), and (Pradana & Nugraheni, 2015), which assert that job satisfaction affects employees' performance. In addition, job satisfaction mediates the influence of work motivation on employees' performance. The results of this study are supported by previous research conducted by (Nurcahyani & Adnyani, 2016), (Antasurya, 2013), (Murti & Srimulyani, 2013), and (Ardiaz et al., 2017), which conclude that job satisfaction is a mediating variable between work motivation and job performance.

4.5 Limitations of the Research

In this study, researchers carried out research limitations as follows:

1. Independent variable (work motivation), mediating variable (job satisfaction) and dependent variable employee performance.
2. The object of research in this study was all employees of PT. Bank Rakyat Indonesia (Persero) Tbk. The Rengat Branch Office as many as 65 people.

4.6 Conclusions and Recommendations

Conclusions

Based on the results of research and discussion, it can be concluded that:

1. Work motivation has a positive and significant effect on employees' job satisfaction.
2. Work motivation has a positive and significant effect on employees' performance.
3. Job satisfaction has a positive and significant effect on employees' performance.
4. Job satisfaction mediates the influence of work motivation on employees' performance.

Recommendations

1. The company continues to increase employees' motivation by giving rewards or benefits or incentives. This is because the influence of motivation is important in improving employee performance.
2. The company must strive to create a comfortable work climate with the availability of complete facilities and infrastructure, good relations between fellow employees and workloads that are in accordance with the ability of employees to produce high job satisfaction that will affect the improvement of employees' performance.
3. For further researchers, it is expected to develop this research model by adding other variables that affect employees' performance and expand the scope of research so that research results can be implemented in general.

References

- [1] Al-Musadieg, Raharjo, M., Solimun, K., Fernandes, S. A. R., & Adji. (2018). The mediating effect of work motivation on the influence of job design and organizational culture against HR performance. *Journal of Management Development*, 37(6), 452-469. doi: 10.1108/jmd-07-2017-0239.
- [2] Anoraga, Pandji. 2009. *Manajemen Bisnis*. Rineka Cipta, Jakarta.
- [3] Antasurya, R. (2013). Analisis Pengaruh Kepemimpinan Transaksional Dan Motivasi Kerja Terhadap Kepuasan Kerja Serta Dampaknya Pada Kinerja Pegawai (Studi pada Kanwil DJP Jawa Tengah I Kota Semarang). *Jurnal Bisnis STRATEGI*, 22(2), 25.
- [4] Ardiaz, F., Sudiro, A., & Noermijati. (2017). Pengaruh Motivasi Kerja Dan Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Dimediasi Kepuasan Kerja (Studi pada PT Bank Rakyat Indonesia (Persero) Tbk Kantor Cabang Malang Marthadinata). *Jurnal Bisnis dan Manajemen*, 4(1), 10.
- [5] Bangun, Wilson. 2012. *Manajemen Sumber Daya Manusia*. Erlangga, Jakarta.
- [6] Crossman, Abou-Zaki, A., & Bassem. (2003). Job satisfaction and employee performance of Lebanese banking staff. *Journal of Managerial Psychology*, 18(4), 368-376. doi: 10.1108/02683940310473118
- [7] Dhermawan, Anak Agung Ngurah Bagus I Gde. 2012. Pengaruh Motivasi, Lingkungan Kerja, Kompetensi, Dan Kompensasi Terhadap Kepuasan Kerja Dan Kinerja Pegawai Di Lingkungan Kantor Dinas Pekerjaan Umum Provinsi Bali. *Jurnal Manajemen, Strategi Bisnis dan Kewirausahaan*, Vol. 6, No. 2, pp. 173-184.
- [8] Fachreza, Musnadi, S., & Majid, M. S. A. (2018). Pengaruh Motivasi Kerja, Lingkungan Kerja, Dan Budaya Organisasi Terhadap Kinerja Karyawan Dan Dampaknya Pada Kinerja Bank Aceh Syariah Di Kota Banda Aceh. *Jurnal Magister Manajemen*, 2(1), 8.
- [9] Fahmi, Abu, Siswanto, Agus, Farid, Fahri, Muhammad, Arijulmanan, dan Abdurahman, eds. 2014. *HRD Syariah Teori dan Implementasi Manajemen Sumber Daya Manusia Berbasis Syariah*. PT. Gramedia Pustaka Utama, Jakarta.
- [10] Fahmi, Irham. 2013. *Perilaku Organisasi: Teori, Aplikasi dan Kasus*. CV. Alfabeta Bandung.
- [11] Gibson, M. 2008. *Manajemen Sumber Daya Manusia*. Cetakan ke dua. Jakarta: Erlangga.
- [12] Greenberg, Jerald dan R.A. Baron. 2003. *Behavior in Organizations*. New Jersey: Prentice Hall.
- [13] Hanafi, B. D. (2017). Pengaruh Motivasi, Dan Lingkungan Kerja, Terhadap Kinerja Karyawan, Dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada PT. BNI Lifeinsurance. *Jurnal Pendidikan Ekonomi dan Bisnis (JPBE)*, 5(1), 17. doi: 10.21009/jpeb.005.1.6
- [14] Hanzae, H., Mirvaisi, K., & Majid. (2013). A survey on impact of emotional intelligence, organizational citizenship behaviors and job satisfaction on employees' performance in Iranian hotel industry. *Management Science Letters*, 1395-1402. doi: 10.5267/j.msl.2013.04.010
- [15] Hartatik, Indah Puji. 2014. *Buku Praktis Mengembangkan SDM*. Laksana, Yogyakarta.
- [16] Hasibuan, Malayu S. P. 2013. *Manajemen Sumber Daya Manusia*. PT. Bumi Aksara, Jakarta.
- [17] Hendriani, Susi dan Yohanas Oemar. 2011. *Kinerja dan Kepuasan Kerja*. Pusat Pengembangan Pendidikan Universitas Riau, Pekanbaru.
- [18] Hughes, Richard L, R.C. Ginnett dan G.J. Curphy. 2012. *Leadership Enhancing teh Lessons of Experience*. Salemba Humanika, Jakarta.

- [19] Kasenda, R. (2013). Kompensasi dan motivasi pengaruhnya terhadap kinerja karyawan pada pt. Bangun wenang beverages company manado. *Jurnal EMBA*, 1(3), 7.
- [20] Kreitner, Robert dan A. Kinicki. 2001. *Organizational Behavior*. New York: McGraw-Hill.
- [21] Mangkunegara, A. A. Anwar Prabu. 2013. *Manajemen Sumber Daya Manusia Perusahaan*. PT. Remaja Rosdakarya., Bandung.
- [22] _____. 2014. *Evaluasi Kinerja SDM*. Refika Aditama. Bandung.
- [23] Mathis, Robert L & H. Jackson, John., 2011. *Human Resource Management* (edisi 10). Salemba Empat, Jakarta.
- [24] Murti, H., & Srimulyani, V. A. (2013). Pengaruh Motivasi Terhadap Kinerja Pegawai Dengan Variabel Pemediasi Kepuasan Kerja Pada PDAM Kota Madiun. *Jurnal Riset Manajemen dan Akuntansi*, 1(1), 8.
- [25] Nitasari, R. A. (2012). Analisis Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intevening Pada PT. Bank Central Asia Tbk. Cabang kodus. *Diponegoro journal of management*, 1(2), 9.
- [26] Nurcahyani, N. M., & Adnyani, I. G. A. D. (2016). Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening. *E Jurnal Manajemen Unud*, 5(1), 33.
- [27] Otto. 2018. Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance. *International Journal of Law and Management*, 60(4), 953-964. doi: 10.1108/ijlma-03-2017-0026
- [28] Pawirosumarto, Sarjana, S., Muchtar, P. K., & Muzaffar. (2017). Factors Affecting Employee Performance of PT. Kiyokuni Indonesia. *International Journal of Law and Management*, 59(4). doi: 10.1108/ijlma-03-2016-0031
- [29] Pradana, R., & Nugraheni, R. (2015). ANalisis Pengaruh Kepuasan Kerja, Loyalitas Kerja, Dan Lingkungan Kerja Non Fisik Terhadap Kinerja Karyawan (Studi Pada Bank Indonesia Kota Semarang). *Diponegoro Journal Of Management*, 4(4), 12.
- [30] Prawirosentono, Suyadi dan Dewi Primasari. 2015. *Manajemen Sumber Daya Manusia: Kinerja & Motivasi Karyawan*. BPFE: Yogyakarta.
- [31] Riva'i, Veithzal. 2009. *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori ke Praktik*. Raja Grafindo Persada, Jakarta.
- [32] Riva'i, Veithzal dan Sagala, Ella Jauvani. 2013. *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*. PT. Raja Grafindo, Jakarta.
- [33] Rizkayani, N. (2017). Pengaruh motivasi terhadap kinerja karyawan yang dimoderasi kompensasi dan dimediasi kepuasan kerja. *Jurnal Riset Sains Manajemen*, 1(2), 15. doi: 10.5281/zenodo.1174938
- [34] Robbins, Stephen, P. 2001, *Perilaku Organisasi*. PT Prenhallindo, Jakarta.
- [35] Robbins, Stephen, P, Timothy A. Judge. 2015. *Perilaku Organisasi*. Salemba Empat, Jakarta.
- [36] Sedarmayanti. 2009. *Sumber Daya Manusia dan Produktivitas Kerja*. CV Mandar Maju, Bandung.
- [37] _____. 2014. *Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. PT. Refika Aditama, Bandung.
- [38] Setyawibowo, W., & Silvianita, A. (2017). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan PD BPR Bank Daerah Gunungkidul. *e-Proceeding of Management*, 4(1), 10.
- [39] Siagian, Sondang P. 2014. *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara.
- [40] Sinambela, Lijan Poltak. 2012. *Kinerja Pegawai*. Graha Ilmu: Yogyakarta
- [41] Sudarmanto. 2009. *Kinerja dan Pengembangan Kompetensi SDM*. Pustaka Pelajar, Yogyakarta.
- [42] Sudiarditha, I. K. R., Waspodo, A. A., & Triani, N. A. (2016). Pengaruh Lingkungan Kerja Dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan Pada Direktorat Umum Lembaga Pelayanan Publik Televisi Republik Indonesia. *Jurnal Manajemen*, 10(2), 15.
- [43] Sukidi, & Wajdi, F. (2016). Pengaruh motivasi, kompensasi, dan kepuasan kerja terhadap kinerja pegawai dengan kepuasan kerja sebagai variabel intervening. *Daya saing Jurnal Ekonomi Manajemen Sumber Daya*, 18(2), 13.
- [44] Suparyadi, H. 2015. *Manajemen Sumber Daya Manusia –Menciptakan Keunggulan Bersaing Berbasis Kompetensi SDM*. CV. Andi Offset. Yogyakarta.

- [45] Suwatno dan Donni Juni Priansa. 2013. *Manajemen SDM*. Bandung: CV. Alfabeta.
- [46] Saydam, Gouzali. 2005. *Manajemen Sumber Daya Manusia: Suatu Pendekatan Mikro*. Djambaran, Jakarta.
- [47] Tika, Moh. Pabundu. 2012. *Budaya Organisasi dan Peningkatan Kinerja Perusahaan*. PT. Bumi Aksara, Jakarta.
- [48] Wibowo. 2014. *Manajemen Kinerja*. PT. RajaGrafindo Persada, Jakarta.
- [49] _____. 2017. *Perilaku Dalam Organisasi*. PT. RajaGrafindo Persada, Jakarta.
- [50] Wirawan. 2017. *Kepemimpinan: Teori, Psikologi, Perilaku Organisasi, Aplikasi dan Penelitian*. Rajawali Pers, Jakarta.
- [51] Yulius, Dharma. 2018. "The Effect of Work Motivation on the Employee Performance with Organization Citizenship Behavior as Intervening Variable at Bank Aceh Syariah" *In Proceedings of MICoMS 2017*. Published online: 11 Jul 2018; 7-12.