The influence of job satisfaction and motivation on the employee performance at PT. Era Media Informasi

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Abstract. This study was aimed at clarifying whether the variables of job satisfaction and motivation significantly influence the employee performance at PT. Era Media Informasi as well as at knowing the variables that most strongly affect the employee performance. The research methods used were a survey with a quantitative approach and a questionnaire as main instrument. The data sampling method used was proportionate stratified random sampling. The data were analyzed by using qualitative and quantitative methods with five formulas: multiple regression analysis, T test, F test, the coefficient of determination, and correlation analysis. The test conducted with the aid of SPSS 24.0. The results showed that job satisfaction and motivation significantly influence the employee performance at PT. Era Media Informasi.

1. Introduction

Human resources (competent, capable, skillful and have desire to work diligently in an effort to achieve optimal work) are important modal to work in an organization. Human resources must be managed professionally to create a balance between the needs for human resources and the demands and progress of the organization. Referring to the above condition, it is important for PT. Era Media Informasi, a company studied in this research, to be able to manage its human resources through good management by giving the employees opportunity to go forward, so that they will get their satisfaction in work. It is also important for the company to motivate its employees to work hard and improve their work performance in order to achieve the company’s goals and maintain its existence. Moreover, job satisfaction can affect employee turnover behavior. This can mean that the company should strive to create conditions that can improve its employees’ job satisfaction, so as to encourage the productivity and reduce the turnover.

Another factor that can push up the employee performance is motivation. Motivation in work can be interpreted as an impulse in a person to have a certain behavior in doing their work in order to achieve goals that is in accordance with the company’s goals and personal goals. The situation happened in PT. Era Media Informasi at the time this research was conducted indicated that there were job dissatisfaction and lack of work motivation.

However, based on the data of performance, especially in recent years, there was a decreasing tendency of the employee performance. The turnover rate at PT. Era Media Informasi was categorized as high enough, that the rate was above 10%. The high turnover rate implied the high employee
intentions to get out of the company, which is an indication showing that there has been job dissatisfaction.

In addition to the problems associated with turnover, employee absenteeism was also a separated problem faced by the company. The high level of absence can certainly affect the overall performance of the company. The attendance rate at PT. Era Media Informasi was indicated by the average absentee rate during 2016 that was 7.6%, and the tardiness rate was 4.3. The attendance in a company is a problem because absenteeism means losses due to the delayed completion of work and decreased performance and shows weak employee motivation.

The employee performance in 2015 and 2016 was still not maximal and had not met the expectations, and there were more than 25% of employees having poor performance. The employees with good work category or have already met the expectations still reached an average of 20%, while employees with the category of fair performance were of 51%. In this case, it can be said that the employees with moderate performance have not yet maximized their potential work and still very possible to be driven to achieve better performance. And when it is compared to the data got in 2015 and 2016, it appeared that there was decrease in employee performance, namely by increasing the percentage of employees who underperformed. This clearly illustrates that there were problems to study employee performance. From the overall data presented above, it seems that there were problems related to job satisfaction, motivation, and employee performance. Furthermore, referring to the description of the above empirical phenomena, the research questions were formulated, they are: how strong the influence of job satisfaction and motivation on the employee performance, either partially or simultaneously in PT. Era Media Informasi. The purpose of this study is to find out how strong the influence of job satisfaction and motivation, both partially and simultaneously, on the employee performance at PT. Era Media Informasi.

2. Theoretical review

Job satisfaction is the favorableness or unfavorableness with employess view their work. Hasibuan (2009: 202)[1] stated that job satisfaction is a pleasant emotional attitude and the feeling of loving the job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction could be get when someone enjoyed his work, enjoyed the thing he does out of the work, or the combination of both.

According to Mangkunegara (2013: 117)[2], job satisfaction is associated to variables such as turnover, absenteeism, age, job level, and size of the company.

The results of the research conducted by Afshar and Doosti (2016)[4] showed that job satisfaction positively affects performance.

According to Handoko in Lubis (2008: 13)[6], the motivation is a force or a factor contained within human beings, which raises, directs, and organizes their behaviors. Motivation is a factor within a person that directs his behavior to meet his certain goals.

According to Mc. Cormick in Mangkunegara (2013: 94)[2], work motivation is a condition that has an effect on generating, directing, and maintaining behavior related to work environment.

Based on those various definitions, it can be concluded that motivation is a condition or energy that moves the employees to achieve the goals of the company and direct their behavior to perform tasks well within the scope of their job.

According to Danang Sunyoto (2013: 2)[7], Motivation Theory is grouped into two major theories, namely: (1) Process Theory and (2) Theory of Satisfaction (Content Theory). A theory related to Satisfaction Theory is called as Achievement Motivation Theory by Mc Clelland. According to Mc.Clelland in Mangkunegara (2010: 67)[2], proposed motivation theory that one’s productivity is determined by the condition of the soul (inner will) that encourages someone to be able to achieve maximum performance in work. In a company, motivation plays an important role in mobilizing employees to be willing voluntarily and eagerly to realize the company’s goals and strategies. Developing a common perception for the progress of the company is not automatically done between
the employees. It is necessary to make the company and employees able to have the spirit and the same goals to go ahead and win the business competition.

According Hasibuan (2010: 146)[1], the purposes of motivation are to improve the morale and the job satisfaction of employees., increase the work productivity and efficiency., improve employees’ discipline., enhance employees’ senses of responsibility for their duties., increase employees’ welfare level., increase employees’ loyalty, creativity, and participation., deepening the love of employees to the company.

Ranupandojo (1997: 207) in Herliansyah (2008)[8] mentioned the factors that affect the motivation of work are giving appreciation of the work done., providing information on the reasons why an action or order is given., making the competition in carrying out the work healthy., giving participation to the employees through thoughtful contributions so that the employees feel needed., showing pride of the performance results achieved., providing the widest opportunity for employees to move forward and strive to achieve results., giving adequate salary to the employees., making statement and recognition of the employees’ success. Based on the results of the research conducted by Agung Gita Subakti (2013)[10], it was concluded that there was a positive influence of work motivation on employee performance.

According to Mathis (2006: 378)[11], there are several elements to measure employee performance, as follows: working quality of employees. This includes the accuracy and tidiness of work, speed of work completion, timeliness, and skill., working quantity of employees. This is the quantitative ability in achieving the target or the work result of tasks, such as the ability to plan and the ability to execute commands or instructions., attendance of the employees. This describes the activities of the employees in the routine office activities and other events that are official., Cooperation among the employees. This is the ability of employees in doing cooperation with each other, both vertically and horizontally.

In relation to motivation and job satisfaction, performance is a factor influenced by both. Based on the research conducted by Dinar Rifiiasari (2016)[12], the research’s result concluded that motivation and job satisfaction affect performance of employees, either partially or simultaneously.

3. Research method

The design used in this research was correlational research method. According to Gay in Sukardi (2008: 166)[13], correlational research is a study involving data collection actions to determine whether there is a relationship and level of relationship between two or more variables. This kind of research is conducted when researchers want to know about the presence or absence of strength and weakness relationship related to the variables in an object or subject studied.

Correlational is a research design that will reveal the collective relationships of two or more variables, in which the value of each variable is owned by the individual. The application of correlational in this research is to correlate the independent variable, Job Satisfaction (X1) and motivation (X2), with the dependent variable, performance (Y), and to test the hypotheses that have been formulated. The data collected in the form of primary data were obtained from the questionnaire, observation, and interview, while the secondary data were obtained from the documents or archives owned by the company. All data obtained will be processed and analyzed through quantitative analysis. The measurements of those variables were done by using Likert scale, which was used to measure the attitude, opinion, perception of a person or group of people about the social phenomena specified by the research referred as the research variables.

For the job satisfaction variable, there were 5 (five) measured dimensions consisted of job satisfaction, salary, promotion, supervision, and colleagues with 29 items of statement. For the motivation variable, there were 3 (three) measurable dimensions consisted of achievement motivation, power motivation, and affiliation motivation with 14 items of statement. And for the dimension of performance, there were 4 (four) measured dimensions consisted of quantity, quality, attendance, and cooperation with 21 items of statement.
The total population involved in this research was 150 people, who are the employees of PT. Era Media Informasi. However, in this study, the data collection was done through proportionate stratified random sampling method, a sampling technique used when the population members or elements are inhomogeneous and stratified proportionally. The sampling was done by Slovin method to 109 people consisting of 50 people from Production division, 26 people from Marketing division, and 33 people from Business Support division, so it was declared to have fulfilled the sampling requirement through the method of proportionate stratified random sampling.

For valid and reliable research results, the validity of the question items in the questionnaire were needed to be tested by using product moment Pearson and the reliability was tested with Cronbach’s Alpha technique through SPSS program. A measurement instrument is considered to be valid if the instrument measures what should be measured.

Prior to the analysis using the regression method, classical assumption tests should be done first including normality test, heteroscedasticity test, and multicollinearity test for the existed data. The normality test is intended to find out whether the sample data meets the normal distribution requirements. Good data is normally distributed data. To detect the data normality, Kolmogorov-Smirnov Test (K-S Test) was done by using SPSS program. Heteroscedasticity test is aimed at testing whether there is a variance inequality in the regression model of the observed residual to another observation. There would be no symptoms of heteroscedasticity in a good regression model. The symptoms can be seen from the Scatter Plot graphs, that is, if there were data forming a particular pattern, such as dots that form a certain and regular pattern (wavy, widened, then narrowed), it can be concluded that the heteroscedasticity has occurred in the regression model. Multicollinearity test is aimed at testing whether the regression model has a correlation between independent variable. A good regression model should not be correlated among independent variable. To know the existence of multicollinearity, it can be seen from the value of tolerance and its opponent or Variance Inflation Factor (VIF).

Descriptive analysis, which is aimed to determine the characteristics and responses of the respondents to each question posed. All variables were described by using the average value.

The instrument used to test the hypotheses, the influence of independent variables on the dependent ones that is used to test the effect of job satisfaction and motivation on the employee performance is Multiple Linear Regression Analysis Method. On the other hand, to justify the hypothesis test, statistical test was used on the output produced by the multiple regression models.

4. Result and discussion
Based on the working characteristics of the respondents, most of them, 33.9%, have been working for 0 - 5 years, and if the working period of less than 10 years accumulated, the total get was 59.6%. In other words, in the last 10 years, there has been a change or addition of new employees as much as 59.6%. This is reasonable because it is considering the amount of turnover rate in the last 3 years. However, there were still 18.5% of employees who have been working for over 15 years and have a high level of loyalty. Based on the age characteristics of the respondents, the highest percentage, 39.4%, were at the age level of 26-35 years. This illustrated that most of the employees at PT. Era Media Informasi was at the level of productive age. As many as 23.9% were at the age of 36-45 years old, which are considered as productive ages and also mature with experience and ability. In addition, there were 24.8% who were aged 46 - 55 years old who are still quite productive, but they began to be difficult to improve their ability. Based on the education level characteristics of the respondents, it seemed that most of the employees at PT. Era Media Informasi was at an excellent educational level of Bachelor degree (S1) that was reported as many as 62.4%. This is because some of the existing job functions require employees with good reasoning skills. Based on the gender characteristics of the respondents, it seemed that most of the employees at PT. Era Media Informasi are male that was equal to 76.1%. This becomes quite reasonable because in a media-based company, the employees are required to have high mobility, physically tough, and ready to face all the risks in the field. Therefore, hiring male employees become a suitable choice. Based on the characteristics of marital status of the
respondents, it was indicated that most of the employees at PT. Era Media Informasi are married, which was reported as many as 69.7%, while the rest 30.3% are single. This condition can basically have a positive impact on the company because married employees are relatively more emotionally stable, more resilient in facing problems, and their willingness to survive in the company is relatively greater by considering the burden of family responsibilities. However, single employees can also have different positive impacts on contributing in giving new ideas, enthusiasm and energy.

Validity Test was done by comparing the value of \( r_{count} \) with the value of \( r_{table} \). From \( r_{table} \), the value of 0.195 was obtained with the significant value of 0.05. From the Validity Test, all was considered as valid, however, there were 22 statements on Job Satisfaction variables and 1 statement on Performance variables considered as invalid, further they were not used in the research process.

One of the requirements that must be met in a good regression model is that there are no symptoms of heteroscedasticity. The guidelines used to predict or detect the presence or absence of heteroscedasticity symptoms was done by looking at the pattern of Scatterplots graph. From the Scatterplots graph, it was seen that the spots were randomly distributed and did not form a certain clear pattern, as well as scattered either above or below the number 0 on the Y axis. This means that there was no heteroscedasticity problem in the regression model, so the regression model was worthy for the prediction performance based on the input of its independent variable.

Multicollinearity test is aimed at determining whether or not the deviation of the classical assumption exists in a linear relationship between the independent variable in the regression model. A good regression model should not have Multicollinearity problems. To detect the presence or absence of multicollinearity problems in the regression model was done through looking at the value of Tolerance or VIF (Variance Inflation Factor). If the Tolerance value was > 0.10 or VIF value was < 10, there is no Multicollinearity. From the Multicollinearity test obtained VIF value for Satisfaction and Motivation variable the result was 2.050 < 10, and the Tolerance was 0.488 > 0.10. So, it can be concluded that there was no Multicollinearity. Multiple regression analysis was conducted to determine the effect of two or more independent variable on dependent variable. The result of multiple linear regression tests is \( R^2 = 0.632 \) and \( F = 86.552 \) with sig 0.000.

To test the significance of the regression coefficient, it is necessary to test the hypotheses with \( t \) Test and \( F \) Test. Based on the \( F \) test results in the table above, the significance level of the test results of 0.000 smaller than 0.05 which means that the job satisfaction and motivation simultaneously affect the performance of the employees at PT. Era Media Informasi, this means that H3 is accepted. The Regression coefficient was positive which means that it showed positive influence which means that the higher the job satisfaction and motivation, the higher the performance of the employees at PT. Era Media Informasi.

By using the above formula, the \( t_{table} \) value of 1.985 was obtained. The First \( t \) test was aimed to determine the effect of job satisfaction on the employee performance at PT. Era Media Informasi. The hypothesis of this test was \( H1 = \) Job Satisfaction significantly influenced the performance of the employees at PT. Era Media Informasi.

Job Satisfaction is considered to have significant influence if \( t_{count} \) was greater than \( t_{table} \), or the significance level of the test is less than the level of significance determined, that is in this study it was 0.05 or 5%. Based on Table 3 above, the value of \( t_{count} \) for job satisfaction variable (X1) is 5.455 > \( t \).
The Second t test was aimed to determine the effect of motivation on employee performance at PT. Era Media Informasi. The hypothesis of this test is:

**H2** = Motivation significantly influence the performance of the employees at PT. Era Media Informasi.

Motivation is said to have significant influence if \( t_{count} \) is greater than \( t_{table} \), or if the significance level of the test is less than the level of determined significance which is in this study is 0.05 or 5%. The value of \( t_{count} \) for the motivation variable (X2) is 4.458 > \( t_{table} \) 1.985 and the significance value (Sig.) is 0.000 < 0.05. Then, it can be concluded that H2 is accepted, which means that motivation (X2) has significant effect on performance (Y).

Based on SPSS, it was obtained that the R Square \( (R^2) \) was equal to 0.632 or 63.2%. This showed that the percentage of the contribution of independent variable (Job Satisfaction and Motivation) to the dependent variable (Performance) was equal to 63.2%. While the remaining 36.8% was influenced or explained by other variables that were not studied.

The job dimension on job satisfaction variable has the highest correlation value to the dimension of Quantity in the Performance variable that was equal to 0.611 or at the percentage of 61.1% or into the strong category. In addition, the dimension of the Colleagues on Job Satisfaction variable also had a high correlation value to the dimension of Cooperation on the Performance variables of 0.606 or 60.6%. Thus, this condition illustrated that the performance variables, especially the dimension of Quantity was most influenced by the aspect of the dimensions of Job on Job Satisfaction variables.

Therefore, if the management of PT. Era Media Informasi is willing to improve the performance of the employees they must improve the interpersonal relationships among the employees; one of them is by building good coordination system in working, as well as improving the work communication, and also by increasing job satisfaction through improving the work system.

By looking at the motivation variable, it showed that the Affiliation motivation dimension has the highest influence to the dimension of Cooperation on the Performance variable, that is, of 0.574 or 57.4% or categorized as strong, followed by the dimension of Achievement Motivation that had high correlation value to Quality dimension on the Performance variable that was equal to 0.571 or 57.1% or categorized as strong. This illustrated that the performance variables, especially in Cooperation dimension was most influenced by the Affiliated dimension on motivation variable, and also the dimension of Quality was most influenced by the dimension of Achievement Motivation on motivation variable. Therefore, the if the management of PT. Era Media Informasi are willing to improve the performance of the employees, they should encourage the employees achievement motivation.

The result of the test of the influence of job satisfaction variable on employee performance showed that job satisfaction had an effect on employee performance variable. Based on the correlation analysis between the dimension of job satisfaction with performance dimension, it showed that the strongest correlation occurred between the dimensions of colleagues and cooperation, also between the dimensions of work with quality performance, which means if the company is willing to improve its employees performance it can be done by improving the system of work and encourage the creation of effective and pro-active communication among the employees. Moreover, for the correlation between job satisfaction dimension and the weakest performance dimension was found in salary dimension to quantity dimension and quality of performance, but it was still at quite positive level of influence. This means that the increase of salary can improve the quality and quantity of performance but not counted as determinants. Job satisfaction is a feeling that supports or does not support an employee which is associated with the job or with the employee’s condition. Job-related feelings involve aspects such as wages or salaries received, career development opportunities, relationships with other employees, job placements, occupations, organizational structure of the company, quality of supervision. Job satisfaction is influenced by many factors, such as salary, relationships with the boss, colleagues, work environment and rules. High job satisfaction is a sign of well-managed company, and is basically the
result of effective behavior management. Employees will feel satisfied in working and have the aspects of self-support, in contrary, if they do not have those aspects to support them in working, the employees will feel dissatisfied. So, from the result of this study, it can be concluded that the greater the job satisfaction obtained by the employees, the better the performance of the employees. This result is in line with the research conducted by Cecep Hidayat and Ferdiansyah (2011)[15] that concluded that there was influence of job satisfaction on employee performance in RSIA Mutiara Bunda. The research conducted by Kusuma Adi Raharjo (2016)[16] also concluded that there was influence of job satisfaction on employee performance at PT. Sumber Urip Sejati.

The value of motivation that was significance to the employee’s performance was 0.000 < 0.05, which means that the second hypothesis (H2) is accepted, the motivation affect the performance of the employees at PT. Era Media Informasi. So, if the company is willing to improve the employee performance then effort that can be done is by encouraging the achievement motivation through improving the skills and knowledge of the employees in the field of work. In addition, it also can be done through the provision of decent rewards for outstanding employees. Improvement on employee performance can also be made by encouraging affiliation motivation, by facilitating teamwork. Motivation is a force or a factor within a person, which rises, directs and organizes his behavior to get particular purposes. Therefore, from the results of this study it can be concluded that the greater the motivation of the employees, the better the performance produced by the employees. The results of this test is in line with the research conducted by Fetriana Lesy (2013) [17] which concluded that there was a significant influence between the motivation on employee performance in PT. Malta Printindo.

The significance of job satisfaction and motivation on the employee performance that was 0.000 < 0.05, which means that the third hypothesis (H3) is accepted, job satisfaction and motivation simultaneously affect the performance of the employees at PT. Era Media Informasi. This means that if all of the three variables are jointly managed well, they will affect the performance improvement. The increased in job satisfaction and high motivation will encourage the achievement of good performance, so as to improve the performance of the company. This is in line with the results of the research conducted by I Wayan Juniantara and I Gede Riana (2015)[19] which showed that motivation and job satisfaction simultaneously had a significant effect on the performance of employees in a Koperasi in Denpasar. From the research done by Dinar Riftiasari (2016)[20] it was also concluded that the motivation and job satisfaction simultaneously affected the employee performance at a Steel company. The same conclusion was also obtained from the research conducted by Sulistyo Budi Utomo (2010)[21] which stated that motivation and job satisfaction simultaneously had a significant effect on the performance of the employees at CV. Berkat Cipta Karya Nusantara. Also, the research conducted by Revenio Jalagat,(2016)[22] that job satisfaction, job performance and motivation interact with each other and functioned interdependently such that the process is circular rather than linier

5. Conclusion

Based on the results of the hypotheses testing and dimensions correlation between variables, the conclusions of this study are as follows:

1. The employees satisfaction with their colleagues has a great influence on the employees’ cooperation, and also the satisfaction of the job itself had a great influence on the quantity and quality of the performance, as well as on the cooperation of the employees.
2. Achievement motivation has a great influence on the quality of performance, attendance and quantity of work.
3. The employees satisfaction with colleagues and the affiliation motivation, simultaneously have a great influence on the employee cooperation.
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