



GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A  
ADMINISTRATION AND MANAGEMENT  
Volume 19 Issue 6 Version 1.0 Year 2019  
Type: Double Blind Peer Reviewed International Research Journal  
Publisher: Global Journals  
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

# Job Satisfaction as an Intervening Variable in the Effect of Motivation on the Performance

By Mohamad Afan Suyanto, Mohamad Rolli Paramata & Elfis Mus Abdul  
*Gorontalo University*

**Abstract-** The purpose of this study is to analyze the direct and indirect effects of work motivation on performance through employee job satisfaction at the Gorontalo Provincial Public Works Agency.

The analytical method used was by the objectives of the study that would be achieved. This study explains the relationship and the effect of Motivation, Job Satisfaction, and Performance. The data was obtained by observation, interviews, questionnaires on data analysis to explain existing phenomena. The sample used descriptive analysis and quantitative analysis to explain all hypotheses with the AMOS SEM Model.

**Keywords:** *work motivation, job satisfaction, employees' performance.*

**GJMBR-A Classification:** *JEL Code: J28*



Strictly as per the compliance and regulations of:



# Job Satisfaction as an Intervening Variable in the Effect of Motivation on the Performance

Mohamad Afan Suyanto <sup>a</sup>, Mohamad Rolli Paramata <sup>a</sup> & Elfis Mus Abdul <sup>a</sup>

**Abstract-** The purpose of this study is to analyze the direct and indirect effects of work motivation on performance through employee job satisfaction at the Gorontalo Provincial Public Works Agency.

The analytical method used was by the objectives of the study that would be achieved. This study explains the relationship and the effect of Motivation, Job Satisfaction, and Performance. The data was obtained by observation, interviews, questionnaires on data analysis to explain existing phenomena. The sample used descriptive analysis and quantitative analysis to explain all hypotheses with the AMOS SEM Model.

The result of this study indicates that motivation has a positive and significant effect on the employees' job satisfaction at Public Works Services of Gorontalo, motivation has a positive and significant effect on the employees' job satisfaction at Public Works Services of Gorontalo, job satisfaction has a positive and significant effect on the employees' job satisfaction at Public Works Services of Gorontalo and motivation has a positive and significant effect on the employees' job satisfaction at Public Works Services of Gorontalo through job satisfaction.

**Keywords:** work motivation, job satisfaction, employees' performance.

## I. INTRODUCTION

National development plans, either for the long or medium period are actualized through work programs for each ministry at the central government level and agencies under the auspices of regional government including the Public Works Services of Gorontalo. The Public Works Services of Gorontalo is one of the technical and strategic services in the provision of basic infrastructure and one of the local government agencies domiciled in Gorontalo.

The Public Works Services of Gorontalo in carrying out its main tasks and functions are based on one of the elaborations of the vision, mission and program and activities of the Provincial Government for development in Gorontalo. It has a duty to carry out a half of duties for Public Works Services of Gorontalo in field of public works in accordance with the principles that are devolved (decentralized) and delegated (deconcentration) and has the function to carry out the construction of infrastructure and basic infrastructure that will support the acceleration of regional development which includes three main infrastructure, namely field of water resource (irrigation, river and

beach), field of highways (highway and bridge), and field of craft (housing and building). These three main areas contribute and influence the development or absence of a region because this infrastructure is a basic infrastructure that will support the improvement of the community's economy, support the availability of accessibility and connectivity between regions and prepare other aquaculture settlements through supporting facilities and infrastructure.

The Provincial Government of Gorontalo in the context of achieving development goals in the regions has established five work cultures, namely:

1. Performance
2. Speed
3. Innovative
4. Team Work
5. Prosperity

In fact the conditions that occur in the local government agencies of Public Works Services of Gorontalo are lack of work volume (quantity), late work (not on time and not reaching the target), work not in line with technical / contract specifications (quality), payment not suitable between report data and realization, infrastructure provision services and to the community, especially the service provider community, is not maximal.

The performance of the local government agencies of Public Works Services of Gorontalo can be achieved if the employees in this agency can produce a good performance. Performance is a process of how work takes place to achieve work results. In the Goal theory (Suprihanto, 1987) states that a person's productivity or performance depends on the person's motivation for the work has done. Formulated as follows:  $P = f(M)$ , where: P = Performance; M = Motivation. In the context of work, motivation is one of the important factors in encouraging an employee to work. Robbins, (2001) in Yusuf (2008), defines motivation is the willingness of individuals to spend high efforts to achieve organizational goals. There are three key elements in motivation, namely effort, organizational goals, and needs. Gibson et al., 1997; Robbins, 1998; Armstrong, 1998. Motivation is the strength and encouragement that exists in employees to act (behave) in certain ways. This strength is in the form of the willingness of individuals to do something or according to their abilities.

**Author a σ p:** Faculty of Economic, Gorontalo University.  
e-mail: afansuyanto@gmail.com



Musriha (2011), Risambessy, et al (2012) and Mehta, Dubinsky, and Anderson (2001), the result shows that motivation has a significant and positive effect on worker performance. Then Ida, Brahmiasri, and Suprayetno (2008) with the results that motivation has been a positive but not significant effect on company performance. While based on the research conducted by Winardi, et al (2012) and Dhermawan, Sudibya, Murdiartha, (2012), the result shows that motivation has a negative and not significant effect on employee performance.

Robbins (2003) in Prawirodirdjo, (2007), states that performance can be measured by productivity, turn over, citizenship and satisfaction. This concept shows that satisfaction is one of the things that drives performance achievement. Setyaningdyah, Umar, Thoyib, 2013 in the meeting states that the impact of job satisfaction was insignificant on employee performance. Risambessy et al., 2012, the result shows that job satisfaction has been a significant effect on performance according to the results of previous studies by Christopher Orpen, (1997).

Musriha (2011), found that work motivation has a significant effect on job satisfaction. Risambessy et al, 2012 the result show that motivation has a significant and positive effect on job satisfaction. The result of this study is by the previous research conducted by Robbins (2003), Gibson et. Al. (1998), and Porter & Lawler said that motivation has a significant effect on job satisfaction. Statement of Igaleens & Roussel (1999) that the provision of uncertain or uncertain salaries (flexible pay) to workers does not provide motivation and does not result in job satisfaction and is useful if giving permanently or permanently and if not fixed gives workers unmotivated and does not produce job satisfaction.

From this description, the purpose of this study was to analyze the direct and indirect effects of work motivation on performance through employee job satisfaction at the Gorontalo Provincial Public Works Agency.

## II. LITERATURE REVIEW

In this study, it was used several theories and concepts as a basis for thinking. The framework of thinking through analyze search of concepts and theories, definitions and previous research regarding human resource management, in this case, human capital about competency, motivation, job satisfaction and performance that becomes the theory in analyzing the problems in this study.

Based on the theory, understanding and views also definitions as explained that performance are: The process of achieving the results of both quantity, quality of work/ activity/ program with the ability, motivation and opportunity by an employee (individual), team and

organization assigned with responsibility answer based on goals, objectives, vision, mission, and standards as well as the time that has been set with moral and ethical principles.

Measuring the motivation variable, the author uses several indicators, namely fulfilment of needs refers to the theory of Maslow's hierarchy of needs in Mangkunegara (2005), which states that the hierarchy of human needs are: Physiological needs, security needs, social needs, the price needs self and the need to actualize themselves.

The second indicator in measuring motivation refers to Herzberg's two-factor theory of extrinsic factors (work context) including wages, working conditions, job security, status, company procedures, quality of supervision, and the quality of interpersonal relationships among coworkers, superiors, and subordinate. And Intrinsic factors include achievement, recognition, responsibility, progress, and the work itself, and the possibility of developing.

Work satisfaction as an intervening variable. Every person who works expects to get satisfaction from where he works. Job satisfaction is an individual thing because each will have different levels of satisfaction according to the values that apply in each. Satisfaction indicator items will be analyzed and refer to first; The theory of two factors (Two-factor theory) by Herzberg (1950), namely motivators and hygiene factors. Motivators include: the nature of work, achievements in work, promotion opportunities and opportunities for self-development and recognition and hygiene factors include: working conditions, wages, security, quality of supervision and relationships with others.

## III. METHOD

### a) Research Approach

By the objectives of the study that will be achieved, this study explains the relationship and the effect of Motivation, Job Satisfaction, and Performance. The data was obtained by observation, interviews, questionnaires in data analysis to explain existing phenomena. The sample used descriptive analysis and quantitative analysis to explain all hypotheses with the AMOS SEM (Structure Equation Modeling) Model.

### b) Method of Data Collection

The techniques of data collection used in this study are:

1. Observation (survey) that is taking data on the object of research based on observations to see phenomena as material for follow-up research
2. The interview that is collecting data with the form of oral question and answer to the respondent, using interview guides that have been prepared relating to research, so that data or information can be obtained relating to the object of research.

3. The questionnaire used is a questionnaire that is structured in a closed form that is shared by staff / technical staff/supervisor of the Public Works Services of Gorontalo as a respondent. The questions in the questionnaire are designed in various ways to obtain the data and information needed for the study.

c) *Population and Sample*

According to Singarimbun and Effendi (1995) in Sadariah (2012), populations are defined as generalizations consisting of objects or subjects that have certain characteristics and have equal opportunities to be selected as members of the sample. The population in this study was the Civil Servants Management starting from the Head of Service (Rulers

of Budget / PA) to the field technical supervisor of local government agencies of the Public Works Services of Gorontalo totaling 150 employees spread across five fields as echelon III a.

d) *Data Analysis*

The data analysis technique used in explaining the phenomena in this study was descriptive statistical analysis techniques and Structural Equation Modeling (SEM) analysis.

#### IV. RESULT AND DISCUSSION

To find out whether a question item is declared valid, the criteria for the  $r$  count are greater than the  $r$  table. The following results were obtained:

Table 1

| Indicator | Value of $r$ (Pearson) per indicator and variable |                  |                  |
|-----------|---|------------------|------------------|
|           | Motivation  | Job Satisfaction | Performance      |
| 1         | 0.541<br>(Valid)                                  | 0.690<br>(Valid) | 0.741<br>(Valid) |
| 2         | 0.923<br>(Valid)                                  | 0.865<br>(Valid) | 0.671<br>(Valid) |
| 3         | 0.926<br>(Valid)                                  | 0.899<br>(Valid) | 0.697<br>(Valid) |
| 4         | 0.914<br>(Valid)                                  | 0.902<br>(Valid) | 0.565<br>(Valid) |
| 5         | 0.863<br>(Valid)                                  | 0.882<br>(Valid) | -                |

Source: Primary (processed) data

Based on the table above showed the overall indicators of each valid variable. This is because the value of each indicator variable is greater than  $r$  table (0.160).

Reliability testing shows the level of consistency and stability of measuring instruments or research instruments in measuring a concept or construct. The concept of reliability is in line with a constructor quantitative validity. Valid constructs are certainly

reliable, whereas a reliable construct is not necessarily valid. Therefore, the instrument before use should be tested for reliability first. One of the techniques used with Cronbach's alpha method is a method for measuring the reliability of the internal consistency of multiple item scales. A questionnaire is said to be reliable if the value of Cronbach's alpha  $> 0.60$  (Haryadi, 2011). The overall Cronbach's alpha test results for each variable can be seen in Table 2.

Table 2

| No. | Variable         | Cronbach's Alpha |      | Information |
|-----|------------------|------------------|------|-------------|
| 1   | Motivation       |                  |      |             |
|     | X1               | 0.817            | 0.60 | Reliable    |
|     | X2               | 0.796            | 0.60 | Reliable    |
|     | X3               | 0.799            | 0.60 | Reliable    |
|     | X4               | 0.798            | 0.60 | Reliable    |
|     | X5               | 0.802            | 0.60 | Reliable    |
| 2   | Job satisfaction |                  |      |             |
|     | Y1               | 0.804            | 0.60 | Reliable    |
|     | Y2               | 0.809            | 0.60 | Reliable    |
|     | Y3               | 0.805            | 0.60 | Reliable    |
|     | Y4               | 0.802            | 0.60 | Reliable    |
|     | Y5               | 0.803            | 0.60 | Reliable    |



|   |  |                                  |                              |  |
|---|--|----------------------------------|------------------------------|--|
| 3 | Employee Performance<br>Z1<br>Z2<br>Z3<br>Z4 | 0.814<br>0.809<br>0.817<br>0.823 | 0.60<br>0.60<br>0.60<br>0.60 | Reliable<br>Reliable<br>Reliable<br>Reliable |
|---|--|----------------------------------|------------------------------|--|

Source: Primary (processed) data

Based on 2 above, it shows that Cronbach's alpha values obtained by Motivation Variable indicators are 0.817, 0.796, 0.799, 0.789, and 0.802, Job satisfaction variables are 0.804, 0.809, 0.805, 0.802 and 0.803, while performance variables employees are 0.814, 0.809, 0.817 and 0.823. Thus it can be concluded that the questionnaire was reliable because of the value produced by Cronbach's alpha > 0.60.

In evaluating each construct for direct effect is the coefficient of all coefficient lines with one-end arrows, while indirect effects are effects that arise through intervening variables and the total effect is the effect of various relationships (Ferdinand, 2006), which results The test is presented as follows:

Table 3

| Variable     |              |              | Standardized Effect |          |       | p-value | Information          |
|--------------|--------------|--------------|---------------------|----------|-------|---------|----------------------|
| Endogen      | Intervening  | Eksogen      | Direct              | Indirect | Total |         |                      |
| Motivation   | -            | Satisfaction | 0,342               | -        | 0,342 | 0,000   | Positive Significant |
| Motivation   | -            | Performance  | 0,504               | -        | 0,504 | 0,000   | Positive Significant |
| Satisfaction | -            | Performance  | 0,356               | -        | 0,356 | 0,001   | Positive Significant |
| Motivation   | Satisfaction | Performance  | 0,504               | 0,179    | 0,683 | 0,000   | Positive Significant |

Source: OWN AMOS data

#### a) The Effect of Motivation on Job Satisfaction

Based on the result of the study, it is found that motivation has a positive and significant effect on the employees' job satisfaction. It means that if the motivation given to employees is good, it will be able to increase the power of their work, and vice versa. Good work motivation is the fulfillment of employee needs to be provided by the local government agencies of Public Works Services of Gorontalo covering physiological needs, security, sense of belonging (social), self-esteem, and self-actualization. Also, the local government agencies of Public Works Services of Gorontalo can provide performance allowances, working conditions, and teamwork, opportunities to develop, appreciation, sanctions, and dispositions fairly and transparently so employees will be motivated and this will have an impact on improving their performance.

effect on employee performance. This showed that the local government agencies of the Public Works Services of Gorontalo have implemented various things related to increasing employee motivation such as physiological needs, security, ownership (social), self-esteem, and self-actualization. Also, the local government agencies of Public Works Services of Gorontalo can provide performance allowances, working conditions, and teamwork, opportunities to develop, appreciation, sanctions, and dispositions fairly and transparently so employees will be motivated and this will have an impact on improving their performance.

The results of this study support Musriha (2011), Risambessy et al (2012), and Mehta et al (2001), stating that motivation affects performance.

#### c) The Effect of Job Satisfaction on Performance

The results of the analysis show that job satisfaction affects the performance of the local government agencies employees of Public Works Services of Gorontalo. It means that the agency pays attention to aspects that can improve employee job satisfaction in terms of the local government agencies of Public Works Services of Gorontalo is able to meet employee expectations in terms of satisfaction with

#### b) The Effect of Work Motivation on Performance

The results of the analysis and proof of the hypothesis indicated that motivation has a significant

productivity, satisfaction with absenteeism, satisfaction with salary, satisfaction with work (Job), and satisfaction with the promotion.

The results of this study are in line with the research of Risambessy et al (2012) with the results of research that job satisfaction has a significant effect on performance.

*d) The Effect of Motivation on Performance through Job Satisfaction*

The local government agencies of Public Works Services of Gorontalo can motivate employees to improve job satisfaction and their performance where this is evidenced by the results of analysis and proof of the hypothesis made. This means that employees have fulfilled their needs both physiological needs, security, ownership (social), self-esteem, and self-actualization. In addition, the local government agencies of Public Works Services of Gorontalo can provide performance allowances, working conditions, and teamwork, opportunities to develop, rewards, sanctions, and fair and transparent dispositions so that employees will be motivated and this will have an impact on increasing job satisfaction which ultimately leads to achieving high performance.

This study supports Sunya, et al (2017) and Hairuddin, et al (2017) with the results of the study stated that motivation has a positive and significant effect on performance through job satisfaction.

## V. CONCLUSION

Based on the results of the research stated earlier, it can be concluded as follows:

1. Motivation has a positive and significant effect on the job satisfaction of the local government agencies of the Public Works Services of Gorontalo. The result indicates that if the motivation of employees is better, job satisfaction will increase significantly.
2. Motivation has a positive and significant effect on the performance of the local government agencies of the Public Works Services of Gorontalo. The result indicates that if the motivation possessed by employees is better, the performance will increase.
3. Job satisfaction has a positive and significant effect on the performance of the local government agencies of the Public Works Services of Gorontalo. The result indicates that if the employees' job satisfaction is better, the performance will increase significantly.
4. Motivation has a positive and significant effect on the performance of the local government agencies of Public Works Services of Gorontalo through job satisfaction. This result indicates that if the motivation possessed by employees is better, the

performance will increase positively through job satisfaction.

## REFERENCES RÉFÉRENCES REFERENCIAS

1. Augusty, Ferdinand. 2006. *Metode Penelitian Manajemen: Pedoman Penelitian untuk Skripsi, Tesis dan Disertasi Ilmu Manajemen*. Semarang: Universitas Diponegoro.
2. Davis, Keith, and Newstrom, 1998. *Perilaku Dalam Organisasi*. Alih Bahasa Agus Dharma. Penerbit Erlangga. Jakarta.
3. Dessler, Gary. 2007. *Organization theory: Integrating Structure and Behavior*. Prentice Hall International Eds., New York.
4. Dessler, Gary. 1993. *Sumber Daya Manusia: Potensi dan Kualitas*. Penerbit Salemba Empat, Jakarta.
5. Gibson, Ivancevich dan Donelly. 1998. *Organisasi, Perilaku, Struktur dan Proses*, terjemahan Djakarsih, Erlangga, Jakarta.
6. Hairuddin, Arminas, Mursalim Umar Gani, Bahar Sinring, Zaenal Arifin (2017) *Motivation, Competence and Organizational Commitment's Effect on Lecturers' Job Satisfaction and Lecturers Performance*. IRA-International Journal of Management & Social Sciences.
7. Mangkunegara, Anwar Prabu. 2005. *Evaluasi Kinerja SDM*, PT Refika Aditama, Bandung.
8. Mangkunegara, Anwar Prabu. 2005. *Perilaku dan Budaya Organisasi*, cetakan Pertama, PT Refika Aditama, Bandung.
9. Metha R, Dubinsky J.A, & Anderson E.R. 2001. *Leadership style, motivation, and performance in international marketing channels*. European journal of Marketing; ABI/INFORM Global pg.50-85.
10. Musriha. 2011. "Influences of work behavior, work environment, and motivation in clove cigarette factories in Kudus, Indonesia". Academic Research International, vol 1. Issue 3 November 2011.
11. Prawirodirdjo, Arto Suharto. 2007. *Analisis Pengaruh Perubahan Organisasi dan Budaya Organisasi Terhadap Kepuasan dan Kinerja Pegawai Direktorat Direktorat Jenderal Pajak*. Semarang: Universitas Diponegoro.
12. Risambessy, A. Swasto, B. Thoyib, A. Astuti, S. Endang, 2012. The *Influence of Transformational leadership style, Motivation, Burnout towards Job Satisfaction and Employee Performance*. Journal of Basic and Applied Scientific Research. ISSN 2090-4304.
13. Robbins, Stephen P. 2003. *Organizational Behavior. Companies, Inc. Management* New Jersey: Prentice Hall.
14. Sadariah. 2012. *Pengaruh Gaya Kepemimpinan, Komitmen, dan Motivasi terhadap Kepuasan Kerja dan Kinerja Karyawan pada Usaha Cargo Bandara Internasional Hasanuddin Makassar*, Disertasi,



Program Doktor Ilmu Manajemen Pascasarjana  
Universitas Muslim Indonesia Makassar, Makassar.

15. Setyaningdyah E, Kertahadi N. Umar, Thoyib A. 2013. *The effects of human resource competence, organizational commitment and transactional leadership on work discipline, job satisfaction, and employee's performance". Interdisciplinary of journal contemporary research in business*. Vol. 5, No. 4.
16. Sunya, Jusuf, Salim Basalamah, Ahmad Gani, Junaidin Zakaria. 2017. *The Influence Of Leadership, Competency, Motivation And Organizational Culture On Employees' Job Satisfaction And Performance In Ternate City Government*. Science Arena Publications International Journal of Business Management.