

The Role of Work Satisfaction Moderation in Increasing the Effect of Motivation on Employee Performance at PT Bank Regional Development in Bali Branch State

Yenny Verawati^{1*}, Putu Sudarsani², Desak Ayu Sriary Bhegawati¹

¹Faculty of Economics and Business, Mahasaraswati University Denpasar

²Faculty of Economics and Business, Tabanan University

Abstract. This study aims to determine the moderator role of job satisfaction on the influence of motivation toward employee performance in PT Bank Pembangunan Daerah Cabang Negara (Regional Development Bank, Negara Branch). Primary data collected from 63 respondents. Data analysis using Structural Equation Modeling -Partial Least Square (SEM-PLS). The results of this study indicate job satisfaction is quasy moderate on the influence of motivation toward employee performance.

1 Introduction

Human resources are an important asset that must be owned by an organization in achieving organizational goals, therefore employees must be used as much as possible to achieve the goals that have been set.

The world of banking has experienced many changes from year to year, including the increasing need for the community with banking services, both because of a sense of being alert to the future so that people want to save some of their funds, as well as for the smooth running of their business. With the increasing growth of the bank, the management will certainly be increasingly required to be able to further improve employee performance.

Employee performance in general is influenced by two factors, namely internal and external factors, internal factors are factors that come from within employees which include job satisfaction. Meanwhile, external factors are factors that come from outside the employee, which include motivation. One of the external factors is motivation which according to Robbins (2017: 235) an important concept of motivation theory is based on the strengths that exist in humans who are considered to have a better desire to achieve than others.

Job satisfaction is a positive feeling towards work that results from a fairly broad evaluation of its characteristics (Robbins, 2017: 49). Individuals who experience happy or positive feelings about their work have the potential to strengthen their motivation to improve their performance.

Based on the main problem, this study has the following objectives:

- 1) To determine the effect of motivation on the performance of employees of PT Bank Pembangunan Daerah Cabang Negara.
- 2) To determine the effect of job satisfaction on the performance of employees of PT Bank Pembangunan Daerah Cabang Negara.
- 3) To determine the role of job satisfaction moderating the influence of motivation on employee performance of PT Bank Pembangunan Daerah Cabang Negara.

2 Literature Review

2.1 Motivation

Motivation comes from the Latin language, *move* which means to move or move. Motivation is a resource force that drives and controls human behavior. Motivation is an effort that can provide encouragement to someone to take the desired action, meanwhile motive is the power of a person to act. Because a person's behavior tends to be goal-oriented and driven by the desire to achieve goals. According to Robbins (2017: 235) motivation is the willingness of individuals to make high efforts to achieve organizational goals. So it can be concluded that motivation is the power of resources or individuals who drive and control human behavior to exert high efforts to achieve organizational goals.

2.2 Job Satisfaction

Robbins (2017: 49) states that the company is positive for work resulting from an evaluation of its characteristics which is quite extensive. Sinambela (2017: 303) job satisfaction is a feeling of pleasure towards his work that is generated by his own efforts and which is supported by things from outside himself, on the condition of work, the results of work and the work itself. Job satisfaction shows the correspondence between someone's expectations that arise and the rewards provided by the job, so job satisfaction is also closely related to the theory of justice, psychological agreement and motivation. From the above understanding, it can be concluded that job satisfaction is a person's feelings towards their job, this means that the concept of job satisfaction can be seen as a result of employee interaction with their work environment.

2.3 Employee Performance Employee

Performance is defined as the result of an evaluation of the work performed by individuals compared to the criteria that have been set together (Robbins in Sinambela 2017: 480). According to Stolovitch and Keep in Sinambela (2017: 481), employee performance is a set of results achieved and refers to the achievement of actions and the implementation of the requested work. Mangkunegara (2015: 67) argues that employee performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. So it can be concluded that employee performance is the result of work in quality and quantity by an employee in carrying out his duties in accordance with the responsibilities given by the organization.

Based on the theoretical study, the proposed research hypothesis is:

- H1: Motivation has a significant positive effect on the employee performance of PT Bank Pembangunan Daerah Cabang Negara.
- H2: Job satisfaction has a significant positive effect on the performance of employees of PT Bank Pembangunan Daerah Cabang Negara.
- H3: Job satisfaction moderates the influence of motivation on employee performance at PT Bank Pembangunan Daerah Cabang Negara.

3 Method

3.1 Operational Definition of Variables

The operational definitions of each variable used in this study are as follows:

- 1) Motivation (M) is the driving force or impetus in employees of PT Bank Pembangunan Daerah Cabang Negara as measured by the need for achievement, power, and groups.
- 2) Job satisfaction (JS) is a feeling of satisfaction in terms of work felt by every employee of PT Bank Pembangunan Daerah Cabang Negara as measured by employment, wages, promotions, supervisors, and colleagues.
- 3) Kinefw employees (EP) is an achievements or results of employee Regional Development Bank Branch State measured by the quality, quantity, accuracy, effectiveness, and independence.

3.2 Data and Sample

The population in this study were all employees of PT Bank Pembangunan Daerah Cabang Negara amounting to 63 people. Samples were taken using saturated sampling method, namely the entire population was sampled.

3.3 Data Analysis

Data analysis in this study used Structural Equation Modeling variant- Based namely Partial Least Square (PLS).

4 Results and Discussion

4.1 Evaluation of the Outer Model

The evaluation stage is outer model carried out to determine the validity and reliability of the indicators of each latent variable through convergent validity, discriminant validity, composite reliability, and Cronbach's alpha.

1) Convergent Validity

The results of data processing show that there is no indicator that has a value loading factor below 0.50 so that it meets convergent validity.

2) Discriminant Validity

Discriminant validity can be done by looking at cross loading which results show that the M1 to M3 indicators gather in the Motivation (M) block, the JS1 to JS5 indicators converge on the Job Satisfaction (JS) block, and the EP1 to EP5 indicators converge on the Employee Performance block (EP).

3) Composite Reliability

The results of the calculation of composite reliability show a value above 0.70, this means that the variables of motivation, job satisfaction, and employee performance are reliable or meet the reliability test.

4) Cronbach's Alpha

The results of calculation Cronbach's alpha show a value above 0.70, this means that the variables of Motivation, Job Satisfaction, and Employee Performance are reliable or meet the reliability test.

4.2 Evaluation Model Inner

Evaluation structural model (Inner Model) is a measurement to evaluate the accuracy of the model in the study as a whole formed by several variables through several approaches, one of which is to test the feasibility of the model through R-Square (R²). The calculation result R² Employee Performance (EP) has a value of 0.911 which means that the variability of Employee Performance (EP) can be explained by the variability of Motivation (M) and Job Satisfaction (JS) of 91.10%. According to Hair et al. (2011) the value of R² is classified as a powerful model.

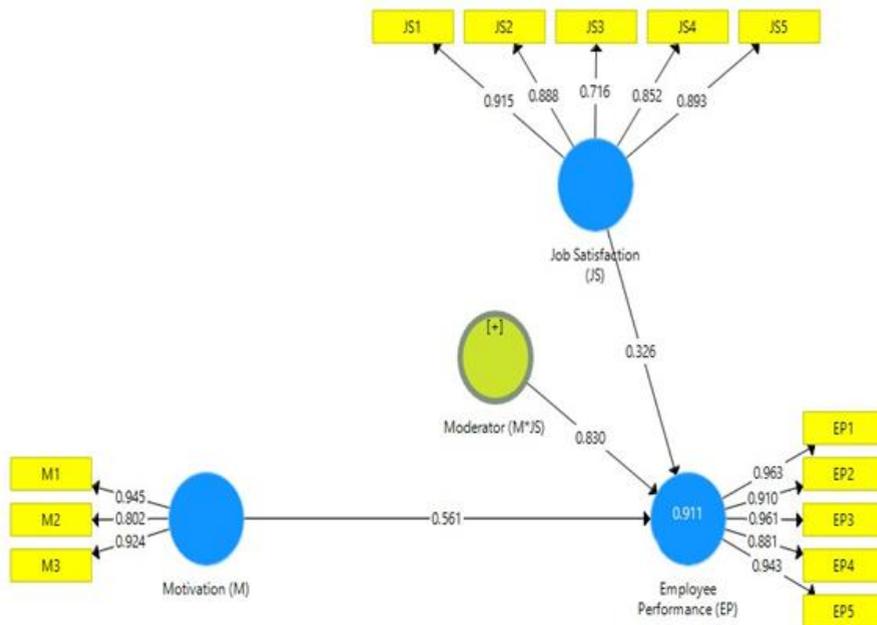


Fig 1. Results of the Factor Loading, Path Coefficient, and R-Square in the Full Model

4.3 Hypothesis Testing

Hair et al. (2011) and Chin (1998) argue that whether a hypothesis is accepted or not is seen from the significance (two-tailed) of 5% with a t-value of 1.96.

Table 1. Relationship between Motivation, Job Satisfaction, and Employee Performance

No	Relationship between Variables	Full Model		
		Original Sample	T-Stat	Information
1.	Motivation -> Employee Performance	0.561	4.271	Significant
2.	Job Satisfaction -> Employee Performance	0.326	3.577	Significant
3.	Moderator(M * JS) -> Employee Performance	0.830	15.962	Significant

Source: Data processed (2019)

Based on Table 1, it can be explained that the results of hypothesis testing are as follows:

1) Effect of Motivation on Employee Performance

The test results full model show that the path coefficient of Motivation to Employee Performance is 0.561 with a t-statistic value of 4,271 > t-table 1.96. The results of this test prove that hypothesis 1 (H1) proposed in this study which states that motivation has a significant positive effect on the Employee Performance of PT Bank Pembangunan Daerah Cabang Negara is accepted.

2) The Effect of Job Satisfaction on Employee Performance

The test results full model show that the coefficient of the path of Job Satisfaction to Employee Performance is 0.326 with a t-statistic value of 3.577 > t-table 1.96. The results of this test prove that hypothesis 2 (H2) proposed in this study which states that Job Satisfaction has a significant positive effect on Employee Performance of PT Bank Pembangunan Daerah Cabang Negara is accepted.

3) The role of satisfaction job moderates the influence of motivation on employee performance.

The moderation test can be seen from the involvement of the moderator variable as a result of the interaction between motivation and job satisfaction. The test results full model show that the path coefficient of the moderator variable to Employee Performance is 0.830 with a t-statistic value of 15.962 > t-table 1.96. The results of this test prove that hypothesis 3 (H3) proposed in this study which states that Job Satisfaction moderates the influence of Motivation on Employee Performance of PT Bank Pembangunan Daerah Cabang Negara accepted. The classification of moderation that occurs is quasi moderator because the path coefficient on H2 is significant and the path coefficient on H3 is statistically significant.

5 Conclusion and Suggestion

5.1 Conclusions

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

- 1) Motivation has a significant positive effect on the Employee Performance of PT Bank Pembangunan Daerah Cabang Negara.
- 2) Job Satisfaction has a significant positive effect on the Employee Performance of PT Bank Pembangunan Daerah Cabang Negara.

- 3) Job Satisfaction moderates the influence of motivation on Employee Performance of PT Bank Pembangunan Daerah Cabang Negara.

5.2 Suggestions

Based on the above conclusions, the following suggestions can be given:

- 1) Human resource development aims to improve the performance of employees of PT Bank Pembangunan Daerah Cabang Negara by increasing employee motivation and job satisfaction. Increasing motivation and job satisfaction can be done through the provision of reward and punishment, holding training and education (diklat), providing opportunities and feedback constructive, conveying the progress of the company's business and celebrating its success.
- 2) Further research is aimed at directly linking job satisfaction to employee performance and involving other variables according to conditions that can affect the motivation and performance of employees of PT Bank Pembangunan Daerah Cabang Negara, so that the research model can fully describe the phenomena in the organization.

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