

Building Excellent Employee Performance through Motivation, Job Satisfaction, and Leadership

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ABSTRACT

Leadership in an organization is usually said that leadership is a determining factor in the success or failure of an organization in achieving organizational goals as expected. The purpose of this study is to determine the influence between motivation, job satisfaction and leadership on employee performance. The method used in this study is quantitative which is descriptive analysis. In this study, the population is all employees or staff who work at Toko Bhakti Karya 1 Sawangan-Depok which amounts to 134 people. Using the Slovin sampling technique to find samples to be used to randomize respondents, so that the number of respondents in this study was 100 respondents. The results showed that the three factors, namely Motivation, Job Satisfaction, and Leadership, had a positive and significant influence on Employee Performance. That is, the higher the level of Motivation, Job Satisfaction, and Leadership, the higher the level of Employee Performance.

Keywords : Motivation, Job Satisfaction, Leadership, Employee Performance, Human Resources

INTRODUCTION

Human resources are one of the factors that determine the success or failure of the company in achieving goals, both in government-owned and private companies. Human resource management, in order to be in line with the direction of the company's vision and mission, can be pursued through the design or design and behavior of human resources in accordance with the company's core competencies.

The development of science and technology brings changes in almost all aspects of human life. In addition to the benefits for human life on the one hand, these changes have also brought humans into an era of increasingly fierce global competition. In order to be able to play a role in global competition, as a nation we need to continue to develop and improve the quality of human resources. Therefore, improving the quality of human resources is a reality that must be done in a planned, directed, intensive, effective, and efficient development process, if you do not want this nation to lose

competition in undergoing the era of globalization. Effectiveness and efficiency in a company are needed so that the company can have competitiveness and advantages over competitors, so that the company can survive in a world of fierce competition.

To be able to compete with other similar industries, companies must have a competitive advantage that is very difficult to replicate, which will only be obtained from employees who are productive, innovative, creative always passionate and loyal. Employees who meet such criteria will only be possessed through the application of appropriate human resource management concepts and techniques with high morale as well as effective leaders and a supportive work environment. Factors that can be used to improve employee performance include motivation and job satisfaction (Manu, et, al., 2022).

Every activity carried out by a person is driven by a power in that person, this driving force is called motivation. Employee motivation in an organization can be considered simple and can also be a complex problem, because basically humans are easy to be motivated by giving what they want. The issue of work motivation can be difficult in determining what is considered important to someone because something that is important to one is not necessarily important to another.

A person consciously involved in organizational activities usually has a certain background or motivation. According to (Pratama, et, al., 2022) argues as follows: social need is the demand for love and satisfaction to live relationships with others, satisfaction and feelings of belonging and acceptance in a group, a sense of kinship, friendship, and affection.

According to (Ariyadi, et, al., 2020) the concept of an ideal organizational system, the activity or work of an organization is a collectivity so that in every completion of a series of work an employee is required to work together, interrelated and will not break away with other employees in the organization. In an organization, the main concern is how to create harmony and harmony in every implementation of these activities or work activities. This harmony and harmony can be created if the work system is made harmonious and compact so as to create a conducive climate. This will make employees motivated to work optimally which in the end organizational goals can be realized with a high level of efficiency and effectiveness.

A person tends to work passionately if satisfaction can be obtained from his job and employee job satisfaction is the key driver of employee morale, discipline, and work performance in supporting the realization of company goals (Deddy, 2022). High or good job satisfaction will make employees more loyal to the company or organization. The more motivated you are at work, working with a sense of calm, and more importantly high job satisfaction will increase the possibility of achieving high productivity and motivation as well. Employees who are not satisfied with their work tend to withdraw or avoid work situations both physical and psychological.

The element of need means an internal state that causes certain results to appear attractive. An insatiable need will create a tension that stimulates the impulses within the individual. This impulse gives rise to a behavioral search to find specific goals that, if achieved, will meet that need and lead to voltage reduction. Therefore, inherent in the definition of motivation is that the individual's needs are appropriate and consistent with the goals and objectives of the organization. If this value does not occur, it will be represented by individuals who incur high levels of cost, which are actually contrary to the interests of the organization. The low productivity and motivation of employees faced is actually a classic problem but it is always up to date to be discussed (Iskandar & Lo, 2022).

From the description above, it shows a relationship between job satisfaction and motivation on employee work productivity. When discussing productivity issues, conflicting situations arise because there is no general agreement from experts about the meaning of understanding productivity and its criteria in following productivity guidelines. In general, productivity is defined or formulated as a comparison between output and input.

Companies that are ready to compete must have effective management. In addition to motivation, to improve employee performance in effective management requires the support of capable and competent employees in their fields. On the other hand, the coaching of employees is among those that must be prioritized as the company's main asset. The learning process must become a company culture so that the skills of the employees can be maintained, even improved. In this case, the loyalty of competent employees should be observed.

Job satisfaction or employee dissatisfaction depends on the difference between what is expected. Conversely, if what employees get is lower than expected, it will cause employees to be dissatisfied (Efendi & Hardiyanto, 2021). Factors that influence job satisfaction or dissatisfaction are: type of job, co-workers, benefits, fair behavior, job security, opportunity to contribute ideas, salary/wage, recognition of performance, and opportunity for growth.

This opinion reflects how great the role of leadership in an organization, so that a leader is expected to have reliable leadership skills so that organizational goals can be achieved. The ability of a leader is the ability to motivate, influence, direct and communicate with his subordinates. In addition, leaders must also have leadership behaviors or methods that are adapted to organizational situations and conditions, being flexible, meaning being able to adjust or adapt to the environment of their subordinates (Sudiantini & Saputra, 2022). So influential is leadership in an organization that it is commonly said that leadership is a determining factor for the success or failure of an organization in achieving organizational goals as expected.

THEORETICAL BASIS

Motivation

(Santika, et, al., 2022) Motivation is an internal state that drives individuals to take certain actions, achieve goals, or meet needs. It involves the impulse that comes from within the individual to behave or act according to their desires, interests, or goals. Motivation can affect an individual's behavior, effort, and perseverance in facing challenges and achieving achievements. Motivation can also arise from the desire to satisfy psychological needs, such as a sense of accomplishment, social acceptance, autonomy, and self-fulfillment.

According to (Pangestuti & Widyanoro, 2022), motivation is a process as the first step for someone to take action due to physical and psychological deficiencies or in other words is a drive shown to fulfill certain goals. Motivation as an internal process that drives individuals to act, overcome shortcomings, and achieve certain goals related to meeting needs and achieving achievements.

Motivation in management is shown in human resources in general and subordinates in particular. Motivation questions how to direct the power and potential of

subordinates, so that they want to work together productively to achieve and realize predetermined goals. The importance of motivation because it causes, channels, and supports human behavior, so that they want to work hard and enthusiastically achieve optimal results.

Job Satisfaction

Job satisfaction is an emotional state that can be pleasant or unpleasant. This refers to the positive or negative feelings experienced by employees towards their work. Job satisfaction reflects how individuals view their job as a whole. This includes elements such as tasks performed, work environment, relationships with colleagues and superiors, as well as recognition of work results (Sanosra, et, al., 2020).

(Fatyandri & Br Surbakti, 2022) Job satisfaction is the level of satisfaction, happiness, or emotional satisfaction that individuals feel towards their work. This includes the positive feelings and attitudes that employees have towards aspects of the job, including the tasks they take, the work environment, relationships with colleagues and superiors, development opportunities, recognition of work results, and rewards received. Job satisfaction can also reflect the extent to which individuals feel accomplishments and accomplishments in their jobs match their personal expectations and values.

Job satisfaction is reflected in employees' positive attitudes towards their jobs and situations in the work environment. Employees who are satisfied with their jobs tend to be more motivated, participate more actively, and are more likely to contribute to the maximum. Job satisfaction as an employee's positive or negative feelings towards their job.

Leadership

(Reskantika, et, al., 2019) Leadership is the ability or process of influencing, directing, and motivating individuals or groups in a particular organization or environment towards the achievement of predetermined goals. Leadership involves the traits, skills, and behaviors of leaders that aim to inspire and guide team members, and effectively manage resources and efforts for organizational success. Leadership also involves the ability to communicate, make decisions, solve problems, and create a vision that motivates others.

Leadership is the humanitarian factor that connects and gathers group members together. Leadership has an important role in shaping group identity, creating cooperation, and generating synergies between different individuals in the organization (Kholid & Utari, 2021). Leadership has a role in providing motivation to individuals or groups to achieve the goals set by the organization. Effective leadership can encourage team members to perform better, collaborate, and produce desired results.

Leadership has a significant impact on organizational achievement. Through good leadership, organizational goals can be directed and achieved more efficiently. Strong leadership can also help in overcoming challenges and taking decisions that support organizational success.

Employee Performance

According to (Lailiyah & Hayat, 2021), employee performance is the level of achievement of employees against job requirements. In this context, employee performance is measured based on the extent to which employees are able to meet or exceed the standards or requirements that have been set for their work. This includes their ability to carry out job tasks well and in accordance with expectations.

According to (Ni'am, et. al., 2021), performance is the degree of preparation of tasks that govern one's work. In this case, performance refers to a person's ability to plan, organize, and carry out job tasks in accordance with assigned responsibilities. Employee performance can be measured through achieving predetermined targets, work productivity, quality of work, and quality of work in the team.

Both definitions highlight that employee performance involves individual or group efforts in carrying out job tasks with results that match or exceed expectations. It also emphasizes the importance of compatibility between the tasks carried out and the responsibilities owned, as well as the ability to organize and arrange work tasks.

METHOD

This research is quantitative. This quantitative data is what is measured and expressed in the form of numbers or numerical values. This data can be measured with measurement tools, such as scales, measures, numbers, or mathematical models. Quantitative data provide a basis for statistical analysis that can be used to test hypotheses, draw conclusions, and identify patterns or relationships among the variables

studied. This study aims to understand the relationship between variables, identify patterns, trends, and conduct statistical analysis to produce a deeper understanding of the phenomenon under study.

In this study, the population is all employees or staff who work at Toko Bhakti Karya 1 Sawangan-Depok which amounts to 134 people. While the sampling technique used in the study was Simple Random Sampling, the sample obtained in this study was 100 employees or staff who worked at Toko Bhakti Karya 1 Sawangan-Depok. The analytical techniques used in this study are multiple regression analysis, hypothesis test, and determination coefficient test.

RESULT

Effect of Motivation (X1) on Employee Performance (Y)

From the results of the calculated t value obtained for the effect of Motivation (X1) is 6.606. This is the result of measuring how significant the influence of the Motivation variable on Employee Performance is partially. States that t count is greater than t table ($6.606 > 1.661$). This suggests that the effect of motivation is partially significant. The significance value (sig.) of 0.000 mentioned was also examined in the analysis. A value lower than the commonly used significance level (0.05) indicates that the relationship between Motivation (X1) and Employee Performance is statistically significant. Based on the comparison of t count with t table and very low significance value, it can be concluded that Motivation (X1) has a positive and significant influence on Employee Performance (Y) partially. This indicates that in the context of the Motivation variable, there is strong evidence that there is a positive and significant relationship to employee performance.

The R Square value given for the Motivation variable (X1) is 0.308. This indicates that about 30.8% of the variation in Employee Performance (Y) can be explained by a change in the Motivation variable partially. A percentage of 30.8% illustrates that Motivation (X1) has a significant influence on variation in Employee Performance (Y) in the context of partial variables. The remaining 69.2% were likely influenced by other factors not included in the study or other variables not included in the model. This suggests that although motivation has an important influence, there are

other factors beyond motivation that also contribute to variations in employee performance.

Effect of Job Satisfaction (X2) on Employee Performance (Y)

From the results of the calculated t value obtained for the effect of Job Satisfaction (X2) is 12.242. This is the result of measuring how significant the effect of the Job Satisfaction variable on Employee Performance is partially. States that t count is greater than t table ($12.242 > 1.661$). This shows that the effect of partial job satisfaction is significant. The significance value (sig.) of 0.000 mentioned was also examined in the analysis. A value lower than the commonly used significance level (0.05) indicates that the relationship between Job Satisfaction (X2) and Employee Performance is statistically significant. From the comparison of t count with t table and very low significance value, it can be concluded that Job Satisfaction (X2) has a positive and significant influence on Employee Performance (Y) partially. This indicates that in the context of the Job Satisfaction variable, there is strong evidence that there is a positive and significant relationship to employee performance.

The R Square value for the Job Satisfaction (X2) variable is 0.605. This means that about 60.5% of the variation in Employee Performance (Y) can be explained by changes in the Job Satisfaction variable partially. A percentage of 60.5% indicates that Job Satisfaction (X2) has a strong enough influence on variations in Employee Performance (Y). In other words, about 60.5% of changes in employee performance can be attributed to changes in the Job Satisfaction variable specifically. The remaining 39.5% were likely influenced by other factors not included in the study or other variables that had not been included in the model. This suggests that although Job Satisfaction has a significant influence, there are other factors that also contribute to variations in employee performance.

Influence of Leadership (X3) on Employee Performance (Y)

From the results the calculated t value obtained for the influence of Leadership (X3) is 8.089. This is the result of measuring how significant the influence of the Leadership variable on Employee Performance is partially. States that t count is greater than t table ($8.089 > 1.661$). This shows that the influence of Leadership is partially significant. The significance value (sig.) of 0.000 mentioned was also examined in the analysis. A value lower than the commonly used significance level (0.05) indicates that

the relationship between Leadership (X3) and Employee Performance is statistically significant. Based on the comparison of t count with t table and low significance value, it can be concluded that Leadership (X3) has a positive and significant influence on Employee Performance (Y) partially. This means that in the context of Leadership variables, there is strong enough evidence to support the hypothesis that there is a positive and significant influence on employee performance.

The R Square value given for the Leadership variable (X3) is 0.400. This means that about 40% of the variation in Employee Performance (Y) can be explained by changes in Leadership variables partially. A percentage of 40% indicates that Leadership (X3) has a significant influence on variation in Employee Performance (Y). That is, about 40% of changes that occur in employee performance can be attributed to changes in leadership variables specifically. The remaining 60% were likely influenced by other factors not included in the study or other variables that had not been taken into account in the model. This suggests that there are still other factors beyond leadership that can contribute to variations in employee performance.

The Effect of Motivation (X1), Job Satisfaction (X2) and Leadership (X3) on Employee Performance (Y)

The results of the data explain that the calculated F value is greater than the table F value, as in this case, which is $65.584 > 2.70$, then there is a basis for concluding that there is a simultaneous positive influence. This suggests that there is a significant relationship between at least one independent variable (Motivation, Job Satisfaction, and Leadership) and the dependent variable (Employee Performance). A significance value (sig.) of 0.000 is expressed as less than the generally used significance level of 0.05. This means that the probability of the resulting influence does not occur by chance or randomly. In other words, this very low value indicates that the relationship between Motivation, Job Satisfaction, and Leadership to Employee Performance is statistically significant.

The regression model resulting from the analysis is $Y = 1.202 + 0.050 X1 + 0.468 X2 + 0.325 X3$. This is an equation that illustrates how Motivation (X1), Job Satisfaction (X2), and Leadership (X3) together affect Employee Performance (Y). The constant value (1.202) indicates the value of Employee Performance if all independent variables (X1, X2, and X3) are zero. It can be concluded that the hypothesis proposed in

this study, namely that Motivation, Job Satisfaction, and Leadership simultaneously have a positive and significant effect on Employee Performance, is acceptable.

An R Square value (Coefficient of Determination) of 0.672 indicates that approximately 67.2% of the variation in Employee Performance (Y) can be explained by Motivation (X1), Job Satisfaction (X2), and Leadership (X3) together. In other words, about 67.2% of changes in employee performance can be attributed to changes in motivation, job satisfaction, and leadership. The remaining 32.8% were likely influenced by other factors not included in the study or other variables not yet considered in the model.

CONCLUSION

The results showed that the three factors, namely Motivation, Job Satisfaction, and Leadership, had a positive and significant influence on Employee Performance. That is, the higher the level of Motivation, Job Satisfaction, and Leadership, the higher the level of Employee Performance. Based on statistical analysis, it was found that these three factors together can explain as much as 67.2% variation in employee performance. This indicates that Motivation, Job Satisfaction, and Leadership collectively contribute 67.2% to the variation that occurs in Employee Performance.

This conclusion underscores the importance of factors such as Motivation, Job Satisfaction, and Leadership in influencing employee performance in an organization. In addition, the percentage value of 67.2% also describes the level of explanation or clarity of the model used in explaining variations in employee performance based on the variables that have been studied.

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