

EFFECT OF JOB SATISFACTION ON EMPLOYEES PERFORMANCE MODERATED BY JOB MOTIVATION (Case Study at PT. Jasa Raharja (Persero) Branch Of Makassar)

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ABSTRACT

The research is focused on (1) the effect of job satisfaction on job performance, (2) the effect of job motivation on employee performance, and (3) job motivation as a moderator in explaining the effect of job satisfaction on employee performance. The approach used in this research was a quantitative approach with tangible data on numbers and proving the hypothesis. The data source is from respondents through questionnaires distributed. The population was all permanent employees at PT. Jasa Raharja (Persero) Branch of Makassar consisting of 30 people. The results showed Job satisfaction provides simultaneous effect on employee performance improvement. It is because the indicator of employee performance (X1) denotes big effect on the indicator of payroll. This is due to the evidence that on the indicator of work motivation (X2) there is a big effect on the indicators of self-esteem. The variable of job motivation can be moderating the effect of job satisfaction on employee performance.

Keywords: Job Satisfaction, Performance, and Motivasi

1. Introduction

Technological change and rapid flow of information have prompted the company to produce products or services that can meet the needs and desires of consumers, so that consumers are satisfied with what they have got from the company. Satisfying the need of consumer is important in any business to maintain the company viability. The profit achievement of company in business depends on customers satisfaction after their expectations (needs) are met. This indicates that the company's inability to meet consumer needs is a problem having effect on the viability of company's business. Many ways can be done to meet the needs and desires of consumer. One of them is to improve the employee performance through job motivation, satisfaction (Robbins, 2006) and job training (Raymond, 2010).

In theory, performance is a function of ability, effort and support that can be described as Ability (A), x Effort (E) x Support (S) and so performance is $p(A \times E \times S)$. Variables analyzed in this study is job satisfaction (ability), job motivation (support) which both give effect on the creation of employee high performance of the employees (Greenberg and Baron, 2003; in Mathis and Jackson, 2006: 113). Furthermore, the indicator to measure the employee performance is (1) work quality, (2)

quantity of knowledge, (3) reliability, and (4) cooperation (Lewa & Subowo, 2005).

Job motivation is defined as a condition that generates, directs and maintains behavior associated with the work environment. Indicators used in job motivation are (1) job responsibility,

(2) organizational support to the members, (3) the need for self-actualization, (4) the need for affiliation, (5) the need for appreciation (Ernest J. McCormick from Mangku Negara, 2005: 94).

Previous researcher that shows the influence of job motivation on performance is demonstrated by Murty and Hudiwinarsih (2012) who found that employees motivation has positive and significant effect on their performance, that the higher the level of job satisfaction, the happier employee in performing his work, which in turn can improve his job performance. Poor working conditions can lead to poor employee performance.

As an insurance company that provides services, the human resources at PT Jasa Raharja is expectation of company's success. Dexterity and skills of human resources in serving customers ranging from the sale of insurance policies to the payment of benefits that have been promised to policyholders is an important key in maintaining maximum service to customers. The amount of insurance policy holders or customers

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of PT Jasa Raharja during the period 2018-2020 can be seen in the following table:

Table 1 The number of Polis at PT Jasa Raharja Period 2018-2020

No	value of coverage (Rp Juta)	Number of Polis		
		2018	2019	2020
1	Sampai 10	494,29	539,962	545,492
2	10 - 25	126,5	138,762	139,6
3	25 - 50	51,48	55,359	56,814
4	50 - 75	17,426	19,269	19,232
5	75 - 100	15,614	16,856	17,232
6	100 - 150	2,992	2,997	3,302
7	150 - 250	1,741	1,741	1,922
8	250 - 500	218	418	241
9	Above 500	9	9	11
Sum		710,26	782,53	783,846
Change		93,59	103,11	103,29
Percentage %		-	9,52	0,18

Source: PT Jasa Raharja (Persero) (2022)

Based on empirical evidence and phenomenon, this study is entitled "Effect of Job Satisfaction on Employees Performance Moderated by Job Motivation at PT Jasa Raharja (Persero), Branch Makassar" The research is focused on (1) the effect of job satisfaction on job performance, 2) the effect of job motivation on employee performance, and 3) job motivation as a moderator in explaining the effect of job satisfaction on employee performance.

2. Literature Review

2.1 Job Satisfaction

Job satisfaction, the independent variable, is defined as a state of pleasant or positive emotions resulting from the assessment of a person's job experience. Job satisfaction resulting from the employees' perception of how well the work they have provided. Five aspects of job satisfaction were measured by Job Descriptive Index (JDI): 1) the work itself (dealing with liability, interest and growth), 2) quality of supervision (related to technical assistance and social support), 3) relationships with co-workers (relating to social harmony and respect), 4) promotion opportunities (related to the opportunity for further development), and 5) payment (associated with adequate payment and the perception of fairness) (Luthans, 2006).

Another view explaining job satisfaction is that job satisfaction can be defined as positive feelings about one's work as the result of the evaluation of its characteristics (Robbins and Judge, 2007). Job satisfaction is the general attitude towards one's work that shows the difference between the number of awards received by workers and the amount (awards) that they believe to receive (Robbins, 2006, in Utomo, 2010).

Munandar (2011) outlines some theories of job satisfaction:

- Discrepancy Theory: Satisfaction or dissatisfaction with some aspects of the work illustrates the weighing two values. The first is the discrepancy between what is perceived and what is expected. Second is the importance of what is desirable for the individual.
- Model of Facet Satisfaction: that people will be satisfied with their particular field of work (eg with co-workers, salaries, and employer).
- Opponent-Process Theory: that each individual wants to maintain an emotional equilibrium. This theory assumes that the extreme emotional state will not provide any advantage.

Five aspects of job satisfaction are measured by Job Descriptive Index (JDI): the work itself (dealing with liability, interest and growth), the quality of supervision (related to technical assistance and social support), relationships with co-workers (relating to the social harmony and respect), promotion opportunities (related to the opportunity for further development), payroll (associated with adequate payment and the perception of fairness) (Luthans, 2006).

2.2 Job Motivation

Job motivation serves as a moderating variable in this study. Motivation is a boost psychologically to the one that determines the direction of behavior of someone within the organization, the level of effort, and the degree of persistence or resilience in the face of an obstacle or problem (level of persistence) (George and Jones, 2005, in Agusta and Sutanto 2013). Motivation is giving a boost to individuals to act in a way that leads to the goal (Ivan Aries and Faith Ghozali, in Murty and Hudiwinarsih 2012). To create job motivation, factors that need attention are enough salary, spiritual needs, the creation of a relaxed atmosphere, self-esteem, kesemoatan advanced, security, incentives directed and enjoyable facilities.

In Expectancy Theory, one's business will affect the performance so good performance will be rewarded equitably (Greenberg, 1999 in Rival 2005). Therefore, motivation involves individual factors that include: 1) needs, 2) goal, 3) attitude, and ability.

2.3 Employees Performance

Employee performance is the dependent variable, which is a result achieved by employees in their work according to certain criteria to apply for a job (Robbins, 2008), the work achieved both in quality and quantity (Mangkunagara, 2006: 67), the willingness of a person or group people to do an activity, and refine their responsibilities in accordance with the expected results (Rival, 2009: 532). Job description or job description compiled as a result of the job analysis, the above is usually used to evaluate the performance of employees. Both the poor performance of an employee assessed the work requirements that have been listed in the job description above. Perform duties in accordance with the job description, called the behavior "in-role".

To measure performance based on specific behaviors (Judgement Performance Evaluation), attention is particularly given to quality of work, quantity of work, and Initiative (Gomez in Utomo, 2006). In explaining the influence between variables, then developed the theory of performance (Robbins, 2009; 212) that the performance of employees, high or low, is caused by factors of ability and opportunity that indicated by employee's performance and then motivation as performance creator.

To analyze the relationship between the variables above, the conceptual framework of the research was developed:

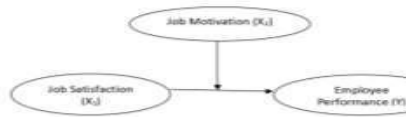


Figure 1. Conceptual Framework

Job satisfaction (X_1) is measured by payroll (X_{11}), promotion (X_{12}) and relationships with colleagues (X_{13}). Meanwhile, job motivation is measured by self-esteem (X_{21}), fiscal needs (X_{22}), and needs job security (X_{23}). For variable (Y) the employee's performance is measured by quality (Y_1), initiative (Y_{12}), and quantity.

2.4 Previous Research

The empirical evidence that shows the relationship between variables is shown by Utomo (2010) in his research entitled "The Influence of Motivation and Job Satisfaction on Employee Performance at CV Berkas Cipta Kkarya Nusantara Surabaya". This study aims to analyze the effect of job motivation and job satisfaction on employee performance. The population was all employees and the sampling technique was total sampling. Hypothesis testing used multiple linear regression analysis with SPSS software. Results showed that motivation has a positive and significant effect on employee performance and job satisfaction also has a positive and significant influence on employee performance.

The research by Suwati (2013) entitled "The Effect of Compensation and Job Motivation on Employee Performance at PT. Tunas Hijau" showed that motivation has a positive and significant influence on employee performance. But research by Generous et al (2012) entitled "The Influence of Motivation, Working Environment, Competition and Compensation for Job Satisfaction and Performance of Employees in the Office of Public Works in Bali Province" proved that the motivation and the working environment have not significant influence on employee performance.

2.5 Hypothesis

H1. Job satisfaction has significant positive effect on the performance of employees at PT. Jasa Raharja (Persero), Branch of Makassar.

H2. Job motivation has positive and significant effect on the performance of employees of PT. Jasa Raharja (Persero), Branch of Makassar.

H3. Motivation is moderating in the effect of job satisfaction on the performance of employees of PT. Jasa Raharja (Persero), Branch of Makassar.

3. Research Methodology

The approach used in this research was a quantitative approach with tangible data on numbers and proving the hypothesis using statistical analysis, the explanatory survey (Sugiyono, 2013: 13). Field data collection was done through observation and questionnaires. The qualitative data were performed qualitatively using ordinal scale. Quantitative analysis was performed by grouping the data based on variables of all respondents, present data for each variable studied, perform calculations to test the hypotheses that have been proposed (Sugiyono, 2013: 13). The data source is from respondents through questionnaires distributed. The population was all permanent employees at PT. Jasa Raharja (Persero) Branch of Makassar consisting of 30 people. The population is at once used as samples with total sampling technique.

a. measurement variables using ordinal scale and measured in the form of Likert scale with five scale. The testing instrument for research data analysis used is validity, reliability. Inferential statistical analysis performed classical assumption test (normality test, linearity test, descriptive statistical analysis). Inferential Statistics Analysis, Moderating Regression Analysis (MRA). The Inferential Statistics Analysis used the formula:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_1 \cdot X_2 + \epsilon$$

$$Y = b_0 + b_1X_1 + \epsilon_i$$

3.1 Hypothesis Testing

F- test (test of significance simultaneously) is used to measure the magnitude of the effect of job satisfaction, motivation and the moderating variable simultaneously on the dependent variable, the performance of employees. Hypotheses is:

$$H_0: X_1 = X_2 = 0$$

$$H_1: X_1 = X_2 = 0$$

With the significance probability value > 0.05

b. T-test (test of significance partially) is to test the significance of the relationship between variables X and Y. The hypotheses:

$$H_0: b_i = 0$$

$X_1: b_i < 0$

$X_2: b_i > 0$

- c. Analysis of R²-test (coefficient of determination) is used to determine the best level of accuracy in the regression analysis, which is indicated by the magnitude of the coefficient of determination (R²) between 0 (zero) and 1 (one). The zero coefficient of determination (R²) of the independent variable has absolutely no effect on the dependent variable. If the coefficient of determination is getting closer to one, it can be said that the independent variables affect the dependent variable. In addition coefficient is used to determine the percentage change in the dependent variable (Y) caused by the independent variable (X) (Ghozali: 2006).

4. Research Results And Discussion

4.1 Description of Respondents

Job satisfaction (according to respondents is a positive feeling about one's work as the result of the evaluation of its characteristics. Job satisfaction is reflected by several indicators: payroll, career promotion opportunities, and relationships with colleagues. The results of the respondent's description can be seen in Appendix 1.

4.2 Validity and Reliability Test

Validity test is used to determine the level of validity of the questionnaire used in data collection. For a number of respondents as many as 30 people and with a significance level of 5%, then the critical figures is obtained amounted 0.30. When the correlation number is above the table critical number, then the statement is valid. Otherwise, if the correlation number of statement is under 0.30, the revelation is said to be invalid (Sugiyono, 2013: 177).Tabel below shows the validity of the test results of the three variables used in this study: job satisfaction, motivation, and employee performance.

Table 3 Result of Validity Test of Job satisfaction X1

No. Question Items	Correlation coefficient (r)	Significant	Description
X111	0.782	0.000	Valid
X122	0.847	0.000	Valid
X121	0.934	0.000	Valid
X122	0.937	0.000	Valid
X131	0.948	0.000	Valid

Source : Data compiled from the research (2022)

Table 3 shows the the result of validity test of the instrument to be above the table critical figure and has a significance value below 0.05. This means that the whole points of the statement on this variable have valid criterion.

4.2.1 Test the validity of employee performance (Y)

Table 5 Hasil uji validitas kinerja Y

No. Butir Pertanyaan	Koefisien Korelasi (r)	Signifikan	Keterangan
Y111	0.635	0.000	Valid
Y112	0.511	0.002	Valid
Y121	0.536	0.001	Valid
Y122	0.689	0.000	Valid
Y131	0.679	0.000	Valid
Y132	0.774	0.000	Valid

Source: Data compiled from theresearch (2022)

The Table 5 shows the results of validity test of the instrument to be above the table critical figure and have significance value below 0.05. This means that the whole points of statement on this variable have a valid criterion.

4.2.2 Test Reliability

Reliability test is an instrument of being used frequently resulting the same data or consistent (Sugiyono, 2013: 187). If the value of Cronbach Coefficient Alpha is greater than 0.60 then the answers of the respondents to the questionnaire as a measure is assessed otherwise unreliable. Table 6. shows the reliability test results for the three research variables used in this study.

Tabel 6 Reliability test results

Variabel	Koefisien Reliabilitas (r)	Keterangan
Kepuasan kerja	0.981	Reliabel
Motivasi kerja	0.975	Reliabel
Kinerja karyawan	0.871	Reliabel

Source : Data compiled from the research (2022)

Table 6. indicated the value of Cronbach's alpha on job satisfaction variables amounted to 0981, job motivation to 0.975 and employees performance to 0871. Thus, it can be concluded that the statements in the questionnaire are reliable because they have Cronbach's alpha value greater than 0.60. This suggests that each item used will be able to obtain consistent data, which means that when the statement is proposed again will be able to obtain answers relatively similar to the previous answer.

4.3 The Result of Classical Assumption Test

4.3.1 Normality Test Results

Normality assumption test aims to test whether the regression model, or residual confounding variables have a normal distribution or not. The normal distribution will form a straight diagonal line, and residual plotting the data will be compared with the diagonal lines. If the residual data distribution is normal, then the line that describes the actual data will follow a diagonal line. The data is said to be normally distributed if it has a significance level above 0.05, and the data

is said to be normally distributed if it has a significance level below 0.05.

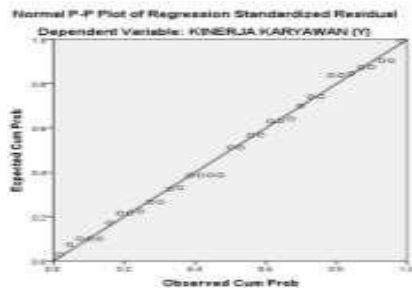


Figure 2 Normality Test Result

The figure 2 shows that the data is said to be normally distributed because it has a significance level above 0.05, namely 0970. This shows that the regression model has met the assumption of normality.

4.3.2 Test of linearity

Linearity test aims to determine whether the two variables have a linear relationship or not significantly. This test is usually used as a prerequisite in the analysis of correlation or linear regression. Tests on SPSS by using the Test for Linearity with the significance level of 0.05. Two variables are said to have a linear relationship if the significance (Linearity) of less than 0.05

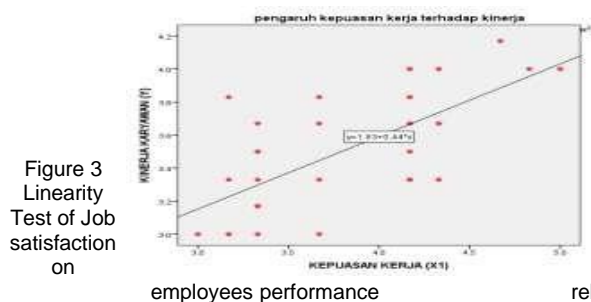


Figure 3 Linearity Test of Job satisfaction on employees performance

The result of linearity test using graph (scatter dot), based on the figure 4.7 above, shows that job satisfaction variable (X1) gives influence linearly on employee performance (Y) with the value of regression square (R2) for 0461. It shows that the contribution of job satisfaction (X1) gives effect on improving the employee performance (Y).

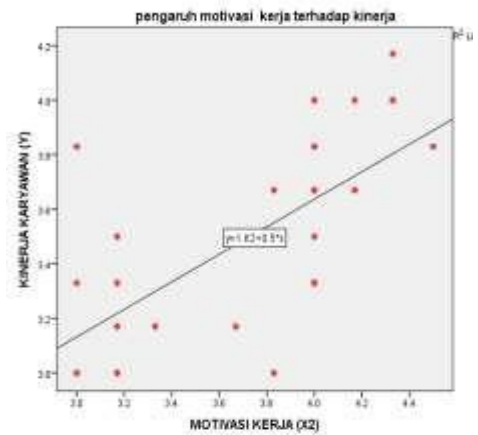
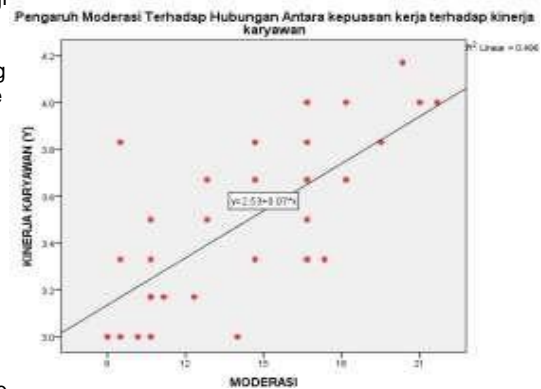


Figure 4 Linearity test of job motivation toward employees performance

The result of linearity test using graph (scatter dot), based on Figure 4, shows that the variable of work motivation (X2) gives influence linearly on employee performance (Y) with the value of regression square (R2) for 0449, this shows that the contribution of work motivation (X2) gives influence on employee performance improvement.

Figure 5 Uji Linearity test of moderating variable on the



relationship between job satisfaction and employee performance

The test results linearity by using graphs (scatter dot), based on the image 5 above shows that the integration between job satisfaction (X1) and motivation (X2) (a moderating variable) members influence linear on employee performance (Y) with the value of regression square (R2) of 0496, that the contribution of job satisfaction (X1), motivation (X2) as a direct moderating influence on employee performance improvement.

Statistic Descriptive Test

	N	Mean	Std. Deviation
Job satisfaction (X1)	35	3,82	.543

Job motivation (X2)	35	3,76	.466
Employees performance (Y)	35	3,51	.351
Valid N (listwise)	35		

Source : Output SPSS 21.0 for Windows

Based on the descriptive results above it can be seen at the table that from the mean category the value of job satisfaction is 3.82 which is the neutral category and lead to the agreed category. The value of work motivation of the respondents value is on the average 3.76 which is at neutral category and lead to the agreed category. The value employee performance is 3.51 which is in the neutral category and lead to the agreed category. Deviation Standard category in the variable of job satisfaction denotes the value of 0543, while the value of beta coefficient is 0397 and in the job motivation variable standard deviation 0466 and coefficient beta 0324. Standard deviation is the value of the variables of influence between variables when the value of the standard deviation is higher then the value of the beta coefficient will be low and vice versa.

4.4 Analysis of Inferential Statistics, Moderating Regression Analysis (MRA)

This study used the regression equation through Absolute Difference Test Value. It is regression models quite different from in testing the effect of moderating, namely the model of absolute difference values of the independent variables (Ghozali, 2006). Here are the results of the regression test as shown tabel 8.

Table 8 Result of Inferential analysis , Moderating, Regression Analysis (MRA)

Research Variabel	Koefisien Regresi	t-account	Sig.
Constanta	4.395	1.682	0,103
Job satisfaction	-0.580	- 0,728	0,472
Job motivation	-0.434	-0.657	0,516
Moderating	0.203	1.074	0,291
R Square =0,505	Sig = 0,000 ^b		
	F-account = 10,536		

Source : Output SPSS 21 for Windows

Based on the results of testing at 4:11 table above can be seen that the magnitude of the coefficient of determination (R2) of 0.505, which means the variability of the variable employee performance can be explained by the variability of the variable job satisfaction and motivation and interaction moderation effect between job satisfaction and motivation kerjasebesar 0.505 or 50.5 percent. The remaining 49.5 percent is explained by other variables not included in the regression models of this study.

From the statistical test F (F-test) at table 4.11 it is obtained that F-count > f table with a significance level of 10 536 to 0,000 far below 0.05. This means that the independent variables job satisfaction and motivation, and the absolute value of the difference of job satisfaction and work motivation (X1_X2) jointly or simultaneously affect employees' performance.

$$Y = b_0 + b_1x_1 + b_2X_2 + b_3X_1 * X_2 + \epsilon_i$$

$$Y = 4395 (b_0) - 0.580 (X_1) - 0.434 (X_2) + 0203 (X_1 * X_2) + \epsilon_i$$

Description :

Y = Employee Performance

b0 = Constant value

X1 = Job Satisfaction X2 = Work Motivation

X1 * X2 = The absolute difference in job satisfaction, motivation

H1. Effect of Job Satisfaction on Employee Performance

The effect of job satisfaction on employee performance can be seen in Appendix 2.

Variable influences job satisfaction (X1) on employee performance (Y). The test results partially (t test) between the variables of job satisfaction to the variable performance of employees shows t-account of 5317 and T-table with the help of Microsoft Excel by 1000 means that t- account> value table or (5.317> 1.000), a significant level of less than 0.05 (0.000> 0.05) and standardize the value of beta coefficients of 0.679 so that the proposed hypothesis influence job satisfaction on employee performance acceptable.

H2. Effect of Work Motivation on Employee Performance.

The effect of job motivation on employee performance can be seen coefficients form as shown in appendix 3

Variable influence work motivation (X2) on employee performance (Y). The test results partially (t test) between the variables of work motivation to variable employee performance showed t-account of 5184 and T-table with the help of Microsoft Excel by 1000 means that t-account> value t-table or (5184> 1000), a significant level of less than 0.05 (0.000> 0.05) and standardize the value of beta coefficients of 0.670 so that the proposed hypothesis influence work motivation on employee performance acceptable.

H3. Motivation to work as a moderating influence in explaining job satisfaction on employee performance.

Work motivation is a moderating In Explaining Influence Job Satisfaction on Employee Performance

Table 11 Result of Partial Test (t) Job motivation as moderating in explaining the effect of job satisfaction on employees performance

Model	Un-standard-ized Coef- fi- cients	Standard- ized Coef- ficients	t	Sig.
	B	Std. Er- ror	Beta	
(Constant)	2.532	.178	14.262	.000
Moderating	.067	.012	.705	5.703 .000

a. Dependent Variable : Employees Performance (Y)

Source :Output SPSS 21.0 for windows

Influence job motivation variable (moderating variable) on employee performance (WHO) provide evidence that based on test results partially (t test) between work motivation variable (moderating variable) to the variable performance of employees shows t-account of 5703 and T-table with the help of Microsoft Excel by 1000 means that t-account > value t-table or (5703 > 1000), a significant level of less than 0.05 (0.000 < 0.05), and standardize the value of beta coefficients of 0.705 thus hypothesis who proposed that motivation may be moderating the relationship between job satisfaction on employee performance.

5. Discussion

5.1 The Effect of Job Satisfaction on Employee Performance

The results showed the effect of job satisfaction variables (X1) on employee performance (Y). The partial test results (t-test) between the variables of job satisfaction to the variable of employee performance shows t-account of 5317 and t-table of 1,000 means that the value of t-account > value of t-table or (5.317 > 1.000) and a significant level of less than 0.05 (0.000 > 0.05) and value of standardize coefficients beta of 0.679. And the employees have high level of job satisfaction because of the payroll done on time so that the results of the employee either indicated by the results of the work completed on time and complete the job in accordance with the responsibilities be given to the employees at PT Jasa Raharja (Persero) Branch of Makassar. The results of the research supports the results of previous research conducted by Sugihartono (2010) that there was a positive and significant effect of job satisfaction on employee performance.

5.2 Effect of Job Motivation on Employee Performance

The result of the effect of job motivation (X2) on employee performance (Y). The partial test results (t test) between the variables of job motivation to variable of employee performance showed t-account of 5184 and t-table of 1,000 meaning that t-account > value t-table or (5184 > 1000), a significant level of less than 0.05 (0.000 < 0.05), and value of standardize coefficients beta of 0.670. It is because the employees have high motivation to work due to awards granted to employees who excel so as to encourage employees to work better indicated by the results of the work completed on time and complete the work in accordance with responsibility be given to the employee at PT Jasa Raharja (Persero) Branch of Makassar. The results of this research support the results of previous research by Utomo (2010) which stated that there is a positive and

significant influence of job motivation on employee performance. On the other hand, this research does not support the research conducted by Dermawan et al (2012) which showed that job motivation does not significantly influence the employee performance.

5.3 Effect of Job Motivation as Moderating Variable of the Relationship between Job Satisfaction on Employee Performance.

The research result indicated the effect of job motivation (moderating variable) on employee performance (Y). provide evidence that based on test results partially (t test) between job motivation variable (moderating variable) to the variable performance of employees shows t-account of 5.703 and Ttable of 1,000 means that thitung > value t-table or (5.703 > 1000), the rate is significantly smaller 0.05 (0.000 < 0.05), and the value standardize coefficients beta of 0.705 and this is because employees have the level of job satisfaction and high motivation caused payroll timely and awards granted to employees who excel so that the employee be better indicated by the results of the work completed on time and complete the work in accordance with the responsibilities given to the employees at PT Jasa Raharja (Persero) Branch of Makassar

This study does not support the research results of Putri and Latrini (2013) which showed that job motivation is not moderating the relationship between job satisfaction and employees performance.

Based on the findings of this research, it can be stated as follows:

H1: job satisfaction has positive and significant effect on employee performance. It is proved that the employees have the high level of job satisfaction caused by the payroll done on time so that the employee completed the job on time and in accordance with the responsibility be given to them at PT Jasa Raharja (Persero) Branch of Makassar.

H2: Job motivation positive and significant impact on employee performance it is proved that the employees have the motivation levels high work caused an award given to employees who excel so as to encourage employees so that employee performance both indicated by the results of the work completed on time and complete the work in accordance with the responsibilities yag provided on employees at PT Jasa Raharja (Persero) Branch of Makassar.

H3: Job motivation is moderating the effect of job satisfaction on employee performance. it is proved that the employees have high level of job satisfaction and high job motivation caused by payroll on time and self-esteem be given to the employees who excel so that the employees performance is shown by the

results of the work completed on time and complete the work in accordance with the responsibilities be given to the employees at PT Jasa Raharja (Persero) Branch of Makassar

6. Conclusion And Suggestion

6.1 Conclusion

- Job satisfaction provides simultaneous effect on employee performance improvement. It is because the indicator of employee performance (X1) denotes big effect on the indicator of payroll. The one time payroll encourages the employees to work better. This means that the payroll can encourage employees to perform better work, so as to improve their employee performance.
- Job motivation provides simultaneous real effect on employee performance improvement. This is due to the evidence that on the indicator of work motivation (X2) there is a big effect on the indicators of self-esteem. With the self-esteem be given by the company the employees work better. This means that self-esteem can support the employees to perform their job better, so as to improve their performance.
- The variable of job motivation can be moderating the effect of job satisfaction on employee performance.

6.2 Suggestion

- Further research of variables that effect employees performance is expected to be carried out on different object and subject
- For further research is recommended to add other variables that have more influence on employee performance.
- Further research is expected to be done in different professions.

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Appendix 1

Table 2 Respondent on job satisfaction variable (X1)

Indicator of Variabel	(Item/ Questions)	Frequency of Respondent answers (f) & Percentage (%)								
		SS (5)		S(4)		N(3)		TS(2)		TTS (1)
		F	%	F	%	F	%	F	%	F
Payroll X11	X1.11	8	22,9	22	65,9	5	14,28	0	0	0
	X1.12	21	60	13	37,1	1	2,87	0	0	0
Average value of the indicator of payroll X1.1										
Promotion opportunity X1.2	X1.21	1	2,28	16	45,7	18	51,42	0	0	0
	X1.22	3	8,57	18	51,4	14	40	0	0	0
Average value of the indicator of promotion opportunity X1.2										
Relationship with co-worker X1.3	X1.31	2	5,71	15	45,9	18	51,43	0	0	0
	X1.32	3	8,57	14	40	18	51,43	0	0	0
Average value of the indicator of co-worker relationship X1.3										
Average value of job satisfaction relationship X1										

Source: Data Compiled From Research Data (2022)

Appendix 2

Table 9 Result of Partial Test (t) Effect of Job satisfaction on employees performance)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.834	.319		5.748	.000
JOB SATISFACTION (X1)	.439	.083	.679	5.317	.000

a. Dependent Variable : Employees Performance (Y)

Source :Output SPSS 21.0 for windows

Appendix 3

Table 10 Result of Partial Test (t) Effect of job motivation on employees performance

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	
	B	Std. Error			Beta
(Constant)	1.618	.369	4.391	.000	
1 JOB					
MOTIVATION (X2)	.505	.097	.670	5.184	.000

a. Dependent Variable : Employees Performance (Y)

Source :Output SPSS 21.0 for windows