

Analysis Of The Influence Of Motivation and Job Satisfaction On Employee Performance With Length Of Work As An Intervening Variable

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Analysis Of The Influence Of Motivation and Job Satisfaction On Employee Performance With Length Of Work As An Intervening Variable (Study At PT. Coca Cola Amatil Indonesia (Central Java))

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Abstract. Study This aim For analyze influence motivation and satisfaction Work to performance employee with long hours of work as intervening variables at PT. Coca Cola Amatil Indonesia (Central Java). Method research used is approach quantitative with technique data collection via distributed questionnaires to employees in the company with amount sample as many as 287 employees . Data analysis was carried out use technique analysis path (path analysis) for test connection direct or not direct between variables study . Research result show that motivation and satisfaction Work own influence positive and significant to performance employee . Besides That's a long time of work proven become reinforcing intervening variables influence motivation and satisfaction Work to performance employee . With So , company need notice factors motivation and satisfaction Work as well as considering the length of work employee in effort increase performance they . Study This give contribution for development theory management source Power people and practice in the field , esp in context industry drinks in Indonesia...

Keywords : Motivation , Satisfaction Work , Performance Employees , Length Of Service

INTRODUCTION

The era of globalization has had a significant impact on the business world, encouraging companies to achieve effectiveness and efficiency in order to compete in an increasingly tight market. A company's success in global competition is very dependent on its competitiveness and advantages. In this context, human resources (HR) are the main key, especially an educated and ready-to-use workforce. In Semarang Regency, several manufacturing companies compete fiercely in the beverage sector, such as PT. Coca Cola Amatil Indonesia (Central Java), which was able to survive in the midst of the economic crisis thanks to its diverse and competent human resource capabilities.

To face competition, companies must have a competitive advantage that is difficult to imitate, which comes from employees who are productive, innovative, creative, enthusiastic and loyal. Employees with these criteria can be produced through the implementation of appropriate HR management, high work morale, effective leadership and a supportive work environment. Employee motivation and job satisfaction play an important role in improving performance. Research by Listianto and Setiaji (2017) and Prasetyo and Wahyuddin (2020)

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22 found that motivation has a positive and significant effect on employee performance, with motivation as the dominant factor.

Apart from motivation, job satisfaction is also important in increasing employee loyalty and performance. Job satisfaction includes factors such as salary, job security, opportunities for advancement, and good working conditions (Gilmer, 1966; Ranupandojo and Husnan, 2002). Recent research shows that job satisfaction is related to the degree of congruence between employee expectations and what they get from the company. Job dissatisfaction can lead to problems such as strikes, increased absenteeism, and low employee performance, which have a negative impact on overall company performance.

The importance of job satisfaction in improving employee performance is also supported by research showing that employees who are satisfied with their jobs tend to have higher loyalty and lower levels of resignation (Robbins, 2006). Longer tenure is also associated with higher job satisfaction, as older employees tend to have lower expectations and better adjustment to work situations.

Overall, companies must understand employee needs and desires to create a supportive and motivating work environment. This includes providing fair rewards, opportunities for career development, and support from superiors and coworkers. In this way, companies can improve employee performance, maintain loyalty, and compete effectively in an increasingly competitive global market.

1. Overview theoretical and hypothetical

a. Motivation

Motivation in management indicated in the source Power man general and subordinate specifically . Motivation question How method direct power and potential subordinates , so they want to Work 28 The same in a way productive succeed 24 achieve and realize goals that have been determined . Importance motivation 21 Because cause , channel , and support behavior human , so Want to Work 15 active and enthusiastic reach optimal results . According to Terry and Rue (2019) said that motivation is "...getting a person to exert a high degree of effort..." which means is " motivation make somebody For Work more achievement ". According to Luthans (2017) motivation is the process as step beginning somebody do action consequence lack in a way physical and psychological or in other words it is something encouragement shown For fulfil objective certain .

H1: Motivation Influential To Performance Employee .

H2: Motivation Influential Regarding Length of Work Employee

H6: Motivation Influential No Direct To Performance Employee Through Length of working

2. Satisfaction Work

Satisfaction Work is circumstances emotional fun or No pleasant where are the employees looking work they . Satisfaction Work reflect feeling somebody to his job . Satisfaction Work This appear in attitude positive employee to jobs and everything something encountered in the environment it works . (Handoko , 2019).

H3: satisfaction Work influential to performance employee

H4: satisfaction Work influential to length of work employee

H7: satisfaction Work influential No direct to performance employee through long periods of work

3. Length of working

Length of working is characteristics biographical final in draft character frequent individuals studied . Speak regarding working time Certain will relate with seniority in something organization . Studies extensive about connection seniority to productivity has carried out , and the results is There is connection positive between seniority and productivity Work a employees (Robbins, 2018). Research that connects between working periods with absence very firm . By consistent research with clear show that seniority related negative with absence . In fact in matter frequency absence nor in the total number of days lost at the time working , working period is variable explainer single most important . This matter Of course become problem separately for company .

H5: Length of work influential to performance employee

METHODOLOGY

a. Design study

Study This use approach quantitative with PLS-SEM for investigate impact motivation and satisfaction Work to performance employees and length of service in involvement mediation (see Figure 1). Benefit The main PLS-SEM is his abilities For maximizing variance in variables dependent and estimate data based dimensions of the measurement model (Hair et al., 2019) .

b. Respondents and techniques data collection

Employee ¹⁶ PT. Coca Cola Amatil Indonesia (Central Java) participate in study This . We offer 287 respondents with 22 Google Forms questions submitted via WhatsApp. On the moon January until March 2024, research done . Variable study ie motivation and satisfaction Work to performance employees and length of service in involvement mediation .

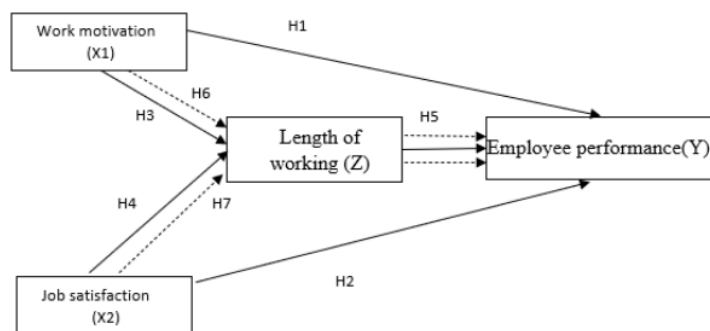


Figure 1. Framework Study

Table 1. Characteristics respondents

Categorical		Frequency	%
Type sex	Woman	62	21.60
	Man	225	78.40
Age Respondent	<25 years	54	18.82
	26-30 years old	168	58.54
	>30 years	65	22.65

Source : Author alone (2024)

Respondent study This listed in Table 1. Based on the data obtained , the majority respondents in study This is man , with the number of 225 people or amounted to 78.40%, while respondents Woman totaling 62 people or around 21.60%. In terms of age , some big respondents aged between 26 and 30 years old , reaching 168 people or 58.54% of the total respondents . Group age under 25 years consists of 54 people or 18.82%, whereas respondents aged over 30 years amounting to 65 people or 22.65%. This data show that majority respondents is man who is in range age productive 26-30 years ..

c. Development instruments and data analysis

Survey used For learn performance employee . Instrument study This adapted from study previous and review literature (Table 1). Questionnaire translated from English into Indonesian and modified For Indonesian context .

Questionnaire translated from Language English to Indonesian and modified in accordance context local . Motivation Work be measured with Mas'ud's four items(20 19) . Satisfaction Work be measured with four items from Mas'ud(20 19) . Measurement length of working with six items were adapted from (Linan & Chen (2006). Measurement performance employee with eight items were adapted from (Corrales-Estrada et al., 2021

) Questionnaire used request participant For evaluate every statement of 1 (very No agree) to 5 (very much agree). Study This using Smart PLS 3.0 for modeling equality structural square smallest partial (PLS-SEM) (Corrales-Estrada et al., 2021).

RESULTS AND DISCUSSION

a. External model evaluation

PLS external model is specified For ensure presence instrument can reliable . Models with criteria determination said reliable when reliability composite (CR) and Cronbach's Alpha > 0.7 (Hair et al., 2019) . Research result show that respective CR values construct is 0.895 to 0.954 for dependency (Table 2). A significant average variance extracted (AVE) > 0.5 indicates validity convergent (Hair et al., 2019) . Validity convergent achieved Because all items exceed 0.5 and AVE each construct range between 0.581 to 0.778 (>0.5). Cross-loading factors are used For test validity discriminant and validity convergent . Table 3 shows cross-loading value for all variable . *Motivation work* (X 1), *Satisfaction work* (X 2), *Long work* (Z) , *Performance employee* (Y) from 0.844 to 0.939, more of 0.70, shows validity discriminant .

b. Testing hypothesis

that model test hypothesis using equation models structural . The researchers used 287 bootstrap samples for displays all statistics -t. Like seen in Table 4, seventh hypothesis in investigation This fulfil criteria , with t values range between 2,681 to 30,746 (> 1.96).

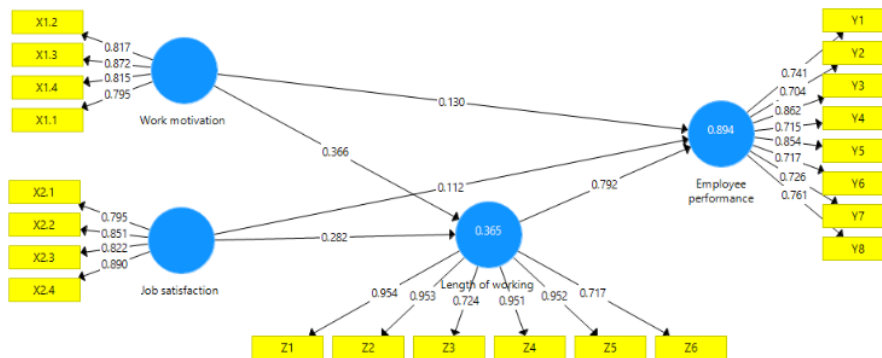


Figure 2. Calculation Modeling Equality Structural
Source : Author alone (2024)

Study This using the R-square Model (R^2) for show accuracy model predictions . Coefficient determination (R Square) measure how much Good something construct exogenous describe endogenous construct . (Creswell, 2019) estimates R^2 is between 0 and

1. R value ² in above 0.75 means large , while 0.50 and 0.25 are significant small and weak (Hair et al., 2019) . Calculation show that *motivation work and satisfaction Work* explained 36.5% of the variance *length of working* with incoming predictability sense . *Motivation work , satisfaction work and length of work* accounted for 89.4% of the variance *performance employee* with reasonable predictability (Creswell, 2019) . Next , f^2 determines is construction foreign influence endogenous construction . According to (Hair et al., 2020), construction external have minimal, moderate , and significant influence to Endogenous construction with f^2 values are 0.02, 0.18, and 0.40 . By specifically , size impact *motivation Work* on *performance employee* Enough large ($f^2 = 0.066$). The size impact *satisfaction Work* to *performance employee* also significant ($f^2 = 0.051$).

Table 2. Outer Model Calculation

Construct	Items	λ	α	CR	AVE
Motivation work (X1)	X1	0.795	0.844	0.895	0.681
	X2	0.817			
	X3	0.872			
Satisfaction Work (X2)	X4	0.815	0.861	0.905	0.706
	X5	0.795			
	X6	0.851			
	X7	0.822			
	X8	0.890			
Length of work (Z)	Z1	0.954	0.939	0.954	0.778
	Z2	0.953			
	Z3	0.724			
	Z4	0.951			
	Z5	0.952			
	Z6	0.717			
Performance employee (Y)	Y1	0.741	0.897	0.917	0.581
	Y2	0.704			
	Y3	0.862			
	Y4	0.715			
	Y5	0.854			
	Y6	0.717			
	Y7	0.726			
	Y8	0.761			

Source : Author alone (2024)

Table 3. Validity Discriminant

	Satisfaction Work	Performance Employee	Length of working	Motivation
Satisfaction Work	0.840			
Performance Employee	0.644	0.762		
Length of working	0.551	0.928	0.882	
Motivation	0.735	0.666	0.573	0.825

Source : Author alone (2024)

Table 4. Testing Hypothesis

	Relationships	β	T-value	P-values	Decision
H1	Job satisfaction -> Employee performance	0.112	2,681	0.008	Not Rejected
H2	Job satisfaction -> Length	0.282	3,303	0.001	Not Rejected

	of work				
H3	Length of working -> Employee performance	0.792	30,746	0,000	Not Rejected
H4	Work motivation -> Employee performance	0.130	3,624	0,000	Not Rejected
H5	Work motivation -> Length of work	0.366	4,253	0,000	Not Rejected
H6	Job satisfaction -> Length of work -> Employee performance	0.223	3,273	0,001	Mediation
H7	Work motivation -> Length of work -> Employee performance	0.290	4,399	0,000	Mediation

Source : Author alone (2024)

DISCUSSION

Test result hypothesis in study This show a number of findings important related connection between satisfaction work , length of service , motivation work , and performance employee . First , hypothesis H1 states that satisfaction Work influential positive to performance employee No rejected , with β value is 0.112, T-value 2.681, and P-value 0.008. Second , hypothesis H2 states that satisfaction Work influential positive neither does the length of service rejected , with β value is 0.282, T-value 3.303, and P-value 0.001. Third , hypothesis H3 shows that working period influential positive to performance employees , with β value is 0.792, T-value 30.746, and P-value 0.000, so hypothesis This No rejected .

Next , hypothesis H4 states that motivation Work influential positive to performance employees , with β value is 0.130, T-value 3.624, and P-value 0.000, so No rejected . Hypothesis H5 states that motivation Work influential positive to the length of service , with β value is 0.366, T-value 4.253, and P-value 0.000, so No rejected . Besides that , there is two hypothesis tested mediation . Hypothesis H6 shows that satisfaction Work mediate connection between tenure and performance employees , with β value is 0.223, T-value 3.273, and P-value 0.001. Hypothesis H7 states that motivation Work mediate connection between tenure and performance employees , with β value is 0.290, T-value 4.399, and P-value 0.000.

By overall , results testing This show that satisfaction work and motivation Work own significant influence to performance employees , fine in a way direct nor through the working period as variable mediation .

CONCLUSION

Based on results testing hypothesis in study this , got it concluded that satisfaction work and motivation Work own influence significant to performance employee . Satisfaction Work No only impact directly on performance employee but also extends the working life , which in turn increase performance employee . Likewise , motivation Work role important in increase performance employee in a way direct as well as extending the working period also has an impact positive on performance . Besides that is , working time proven become variable strengthening mediation connection between satisfaction work and motivation Work with performance employee . With Thus , organization must prioritize enhancement satisfaction and motivation Work employee For reach optimal performance and maintain a long service life , ultimately will contribute to success organization in a way whole .

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