# Effect of Work Motivation and Job Satisfaction on Employee Performance (Case Study at Islamic Bank of BJB Jakarta)

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## Abstract

This study was conducted to examine a variety of variables, including work motivation (X1) and job satisfaction (X2), that theoretically have an impact on employee performance (Y). The purpose of this study was to identify and analyze the relationships between work motivation, job satisfaction, and employee performance at the Islamic bank Of BJB Jakarta. It also aimed to determine and analyze the partial and simultaneous effects of work motivation and job satisfaction on employee performance. A saturated sample of 55 employees was used in this study. The research methodology combines a quantitative approach with descriptive and verification methods. The analysis uses Structural Equation Modeling (SEM) analysis, which is based on variance, namely Partial Least Squares (PLS). Based on the research results, the variable of work motivation is included in the "high" criteria, where most of the respondents rated the factors that can motivate employees, such as physiological needs, safety needs, and social needs. The variable of job satisfaction is included in the "adequate" criterion, where most of the respondents are satisfied with their current job, colleagues, superiors, and work environment. Employee performance variables are included in the "adequate" criteria; some respondents stated that quality, cost-effectiveness, need for supervision, and interpersonal impact are included in the "high" criteria, while quantity and timeliness are in the "sufficient" criteria. The results of this study also found several important things after testing the hypothesis. First, work motivation has a positive and significant effect on employee performance at the Islamic bank of BJB Jakarta. Second, job satisfaction has a positive and significant effect on employee performance at the Islamic bank of BJB Jakarta. Third, work motivation and job satisfaction together have a positive and significant effect on employee performance at the Islamic bank Of BJB Jakarta.

*Keywords:* Work motivation, job satisfaction, employee performance, Structural equation modeling (SEM), Partial least square (PLS).

## 1. Introduction

Employee performance, or the work results that an employee produces in carrying out activities in line with the responsibilities that have been delegated, has an impact on the success of a company in achieving its goals (Prasetya, 2018). Performance is important because it relates to how efficiently and effectively economic components, such as technology, natural resources, human resources, and others, are used in businesses (Taouab & Issor, 2019). The organization can work to increase employee performance by giving employees the tools they need to realize their full potential and contribute favorably to the growth of the business (Hanaysha, 2016).

Every employee must possess the necessary knowledge, skills, and abilities in addition to experience, drive, self-discipline, and strong morale in order to generate quality work. Employee ability and motivation at work are two characteristics that influence performance. Employees might receive encouragement from motivation to help them do the assigned responsibilities (Irawati et al., 2021). Since motivation is one of the factors that propels each person to act and take action, firms must manage employee motivation to keep it strong at work so that employees can concentrate on attaining the organization's objectives.

In addition to motivation, job satisfaction elements can influence how well employees perform their jobs. Employees who are satisfied at work usually perform better than those who are not. If the work done is seen to have met the expectations of the objectives for which they are employed, the employees will be happy with the work that has been or is being done. Therefore, employers demand good performance from employees who have a high level of job satisfaction.

The higher level of job satisfaction attained, the more parts of the work that are in line with the preferences and value systems accepted by the individual Conversely, the job satisfaction attained decreases in proportion to the number of

parts of the work that do not reflect the wishes and value systems selected. In order to retain employee motivation and job satisfaction, which can then lead to optimal employee performance, companies must be able to make employees feel comfortable and meet their requirements. Together, this will help the company's vision and purpose be accomplished.

Since law No. 21 of 2008 was passed, the growth of the Islamic banking industry has been encouraged to advance. This is because the industry now has a clear legal framework that encourages Islamic banks to expand along with the growing number of existing banks. As a result, the development of Islamic banks in Indonesia is currently moving quite quickly. In addition, competition in the banking sector is not only brought on by the banking sector itself but also by a new sector known as Financial Technology (Fintech), which intensifies rivalry between banks in both conventional and Islamic banking. Because of this, every business needs to consider a strategy that may be applied to get a competitive edge.

The Islamic bank of BJB Jakarta is of the opinion that in order to get a competitive edge, individuals must perform at the maximum level. The company uses the principle of producing the best performance in order to produce optimal performance, which is characterized by active participation by top management in the process of continuously improving performance so that performance increases, in an effort to enhance and develop its human resources. However, there are a number of issues this Islamic bank of BJB Jakarta is facing, including the fact that the performance is still relatively low, that some employees are still unable to meet the goals they have been assigned, that some tasks are not completed on time, and that the needs of the employees for self-actualization and appreciation are not fully met. The promotion process and career development prospects leave employees unsatisfied, and the pay and benefits they receive are out of proportion to their workload and uninteresting work, making them unispired to perform it. The purpose of this study was to identify and analyze the relationships between work motivation, job satisfaction, and employee performance at the Islamic bank Of BJB Jakarta

## 2. Literature Review

### 2.1 Work Motivation

An organization can accomplish its stated objectives through effective human resource management and usage. Techniques are therefore required to be able to preserve employee productivity and job satisfaction. Giving employees encouragement (motivation) is one technique to ensure that they complete activities in accordance with job descriptions and instructions. A number of human behavioral mechanisms that help people achieve their goals are motivated (Ibrahim et al., 2020). While the elements of arousal, direction, maintenance, demonstrating intensity, being continuous, and having a purpose are all parts of motivation (Puyri & Pasaribu, 2020)

A person's desire to achieve something or not is determined by their motivation. Intrinsic and extrinsic motivation are the two categories into which motivation is typically categorized. An aspect of motivation known as intrinsic motivation has to do with one's own satisfaction, happiness, and pleasure. Individual consistency is aided by intrinsic drive while engaging in a variety of worthwhile activities voluntarily. Extrinsic motivation happens when people are prodded or challenged to act in a certain way by outside forces in order to receive a reward (Ryan & Deci, 2000).

The amount of motivation will determine the level of employee performance; in other words, the more motivated an employee is, the higher their performance will be, and vice versa, the less motivated an employee is, the lower their performance will be. Passive behavior that allows problems to worsen, such as persistent absenteeism or tardiness, indicate a decline in employee motivation for their jobs (Adrianto, 2020).

According to the description of the opinion given above, it can be inferred that work motivation is something that can inspire encouragement and enthusiasm for a variety of human behavior processes to function as effectively as possible to achieve preset objectives and goals. consists of elements that are arousing, controlling, maintaining, displaying intensity, being constant, and having a purpose. Therefore, the satisfaction of expectations, wishes, or needs determines whether there is strong or weak work motivation.

### 2.2 Job Satisfaction

Job satisfaction is mostly a personal matter; each employee has a varied level of job satisfaction depending on his or her preferences and value system. Job satisfaction has a significant impact on an organization's performance (Jufrizen & Pratiwi, 2021). Employees who are related to their work or their condition may feel supported or unsupported by their job satisfaction. feelings about things associated to work, such as pay and wages, prospects for professional advancement, connections with coworkers, job placement, the nature of the work, organizational structure of the company, and supervision standards. While opinions about him, such as his age, health, aptitude, and education

Employees' emotional reactions to their work are referred to as their job satisfaction (Sutiyem et al., 2020). Since satisfaction is an affective or emotional reaction to several facets of one's employment, it is clear that there is no such thing as a single definition of job satisfaction. While a person could be unsatisfied with one or more parts of their employment, they may be relatively content with another.

According to the description of the opinion given above, it can be concluded that job satisfaction is a reaction to feelings that support or do not support workers who are related to their work or to their own conditions, which are influencing various aspects of one's work so that those who are relatively satisfied with one aspect of their work can be dissatisfied with one or more other aspects.

## 2.3 Employee Performance

Each employee has a responsibility to their job, which can help clarify performance objectives and give managers and employees a framework for communication. The definition of employee performance demonstrates the employee's ability for completing all duties that fall under their scope. Performance can be categorized as above target, within target, or below target. Performance is a term used to describe how well an activity, program, or policy has been implemented in achieving the organization's goals, objectives, vision, and mission as described in its strategic planning (Prasetya, 2018).

Performance refers to the carrying out of the set plans, and performance is carried out by human resources who have the necessary skills, knowledge, drive, and interests. Monitoring, evaluating, and reviewing staff performance must always be a part of every task (Garengo et al., 2022). Periodically, performance is measured and evaluated through monitoring to determine how well goals are being achieved. This allows predictions to be made about whether there are any deviations from the plan's implementation that would prevent goals from being achieved. Based on this evaluation, a review is conducted jointly to determine whether there are any flaws in the performance process, allowing for input to be made to improve performance planning and performance implementation(Islami et al., 2018).

According to the above description of the opinion, it can be inferred that, definition of employee performance demonstrates the employee's ability for completing all duties that fall under their scope. Periodically, performance is measured and evaluated through monitoring to determine how well goals are being achieved. Monitoring, evaluating, and reviewing staff performance must always be a part of every task.

## 2.4 Hypotheses Development

Based on an in-depth literature review, empirical evidence shows contradictory findings on the impact of motivation and job satisfaction on employee engagement and their implications for employee performance. Therefore, the hypotheses to be tested in the study are as follows:

$H_1$      : Work motivation has a positive and significant effect on the performance of the Islamic Bank of BJB Jakarta.

$H_2$      : Job satisfaction has a positive and significant effect on the performance of the Islamic Bank of BJB Jakarta employees.

$H_3$      : Work motivation and job satisfaction simultaneously affect the performance of the Islamic Bank of BJB Jakarta employees.

## 3. Materials and Methods

This study's analytical technique combines a quantitative approach with a descriptive approach and a verification approach. The descriptive method is a research technique used to ascertain facts with proper interpretation. It entails studies to precisely describe the characteristics of a variety of group and individual phenomena, as well as studies to establish the frequency of occurrence of a circumstance in order to reduce bias and increase reliability. The verification method is a research technique that tries to establish the causal link between variables through hypothesis testing and statistical analysis so that proof of the hypothesis' acceptance or rejection may be provided. The quantitative analysis method can be understood as an analytical approach based on positivism, used to evaluate populations and samples, gather data using research tools, and analyze statistical data with the goal of testing prepared hypotheses (MOHAJAN, 2018). Additionally, the study being conducted is the work that will be done in relation to the design of the research process' stages that will be completed. All 55 workers of the Islamic Bank of BJB Jakarta composed the study's sample population. Saturated sampling was employed for the sample. All members are utilized as samples in a sampling approach called saturated sampling. In this study, a total of 55 employees served as the sample population.

## 4. Results and Discussion

### 4.1 Test Instruments

#### 4.1.1 Validity tests

The validity test in this study was carried out to test the statement items submitted in the questionnaire as a research instrument. The correlation technique used is the product moment correlation technique, which calculates the

correlation between data in each statement with a total score. If the measuring instrument is < 0.30 (invalid) and > 0.30 (valid). To find out valid and invalid statements by equating the data with a significance level of critical r = 0.30 if the measuring instrument is < 0.30 (invalid) and > 0.30 (valid). Analysis was performed using SPSS 22.0 version for windows.

The results of the validity test of the work motivation variable questionnaire (X1), job satisfaction (X2) and employee performance (Y) are presented in the following table:

**Table 1.** Recapitulation of the Validity Test Results of Variables X1, X2 and Y

| Variable | Question Number | Validity Coefficient | R Table | Description |
|---|---|---|---|---|
| **Work Motivation (X1)** | 1 | 0.891 | 0.30 | Valid |
| | 2 | 0.764 | 0.30 | Valid |
| | 3 | 0.653 | 0.30 | Valid |
| | 4 | 0.707 | 0.30 | Valid |
| | 5 | 0.693 | 0.30 | Valid |
| | 6 | 0.669 | 0.30 | Valid |
| | 7 | 0.429 | 0.30 | Valid |
| | 8 | 0.489 | 0.30 | Valid |
| | 9 | 0.517 | 0.30 | Valid |
| | 10 | 0.490 | 0.30 | Valid |
| | 11 | 0.729 | 0.30 | Valid |
| | 12 | 0.608 | 0.30 | Valid |
| | 13 | 0.764 | 0.30 | Valid |
| | 14 | 0.510 | 0.30 | Valid |
| | 15 | 0.572 | 0.30 | Valid |
| Job Satisfaction (X2) | 1 | 0.558 | 0.30 | Valid |
| | 2 | 0.809 | 0.30 | Valid |
| | 3 | 0.552 | 0.30 | Valid |
| | 4 | 0.538 | 0.30 | Valid |
| | 5 | 0.670 | 0.30 | Valid |
| | 6 | 0.719 | 0.30 | Valid |
| | 7 | 0.711 | 0.30 | Valid |
| | 8 | 0.719 | 0.30 | Valid |
| | 9 | 0.572 | 0.30 | Valid |
| | 10 | 0.414 | 0.30 | Valid |
| | 11 | 0.686 | 0.30 | Valid |
| | 12 | 0.712 | 0.30 | Valid |
| | 13 | 0.447 | 0.30 | Valid |
| Employee Performace (Y) | 1 | 0.624 | 0.30 | Valid |
| | 2 | 0.504 | 0.30 | Valid |
| | 3 | 0.643 | 0.30 | Valid |
| | 4 | 0.726 | 0.30 | Valid |
| | 5 | 0.787 | 0.30 | Valid |
| | 6 | 0.698 | 0.30 | Valid |
| | 7 | 0.759 | 0.30 | Valid |
| | 8 | 0.726 | 0.30 | Valid |
| | 9 | 0.610 | 0.30 | Valid |
| | 10 | 0.730 | 0.30 | Valid |
| | 11 | 0.757 | 0.30 | Valid |
| | 12 | 0.787 | 0.30 | Valid |
| | 13 | 0.501 | 0.30 | Valid |

Based on table 1 above, all items in each variable have a validity coefficient greater than the critical r, where $r_{count} > r_{table}$. So, it can be concluded that all the items used to measure the variables of work motivation, job satisfaction and employee performance at Islamic bank of BJB Jakarta are declared valid and can be used in further analysis.

**4.1.2 Reliability test**

Reliability testing is a reliability test that aims to determine how far a measuring instrument can be relied upon or trusted. Testing the reliability of all items used in this study will use the Cronbach alpha formula, which is generally considered reliable if the Cronbach alpha value is > 0.6. The results of the reliability test for the variables of work motivation (X1), job satisfaction (X2) and employee performance (Y) can be seen in table 4.2 below:

**Table 2** Recapitulation of the Reliability Test Results of Variables X1, X2 and Y

| Variable / Indicator | Cronbach Alpha | Description |
|---|---|---|
| **Work Motivation (X1)** | 0.890 | Reliable |
| **Job Satisfaction (X2)** | 0.865 | Reliable |
| **Performance (Y)** | 0.900 | Reliable |

Based on table 2 above, the Cronbach Alpha values of all the variables tested have a value of > 0.60, so it can be concluded that all variables in this study passed the reliability test and were declared reliable.

## 4.2 Inferential analysis

Inferential analysis in this study uses Structural Equation Modeling (SEM) with Partial Least Square (PLS) modeling to answer research problems related to the effect of motivation and satisfaction on employee performance. The test steps carried out to fulfill the SEM variance-based assumptions are guidelines for SEM variance-based modeling both in the data collection process and data processing using Smart PLS. In the SEM analysis, modeling will be carried out twice, the first is to calculate the measurement model and the structural model.

## 4.2.1 work motivation variables

Work motivation variable is measured by five dimensions consisting of 15 indicators. With the second order method, the results of testing the work motivation variable are as follows:
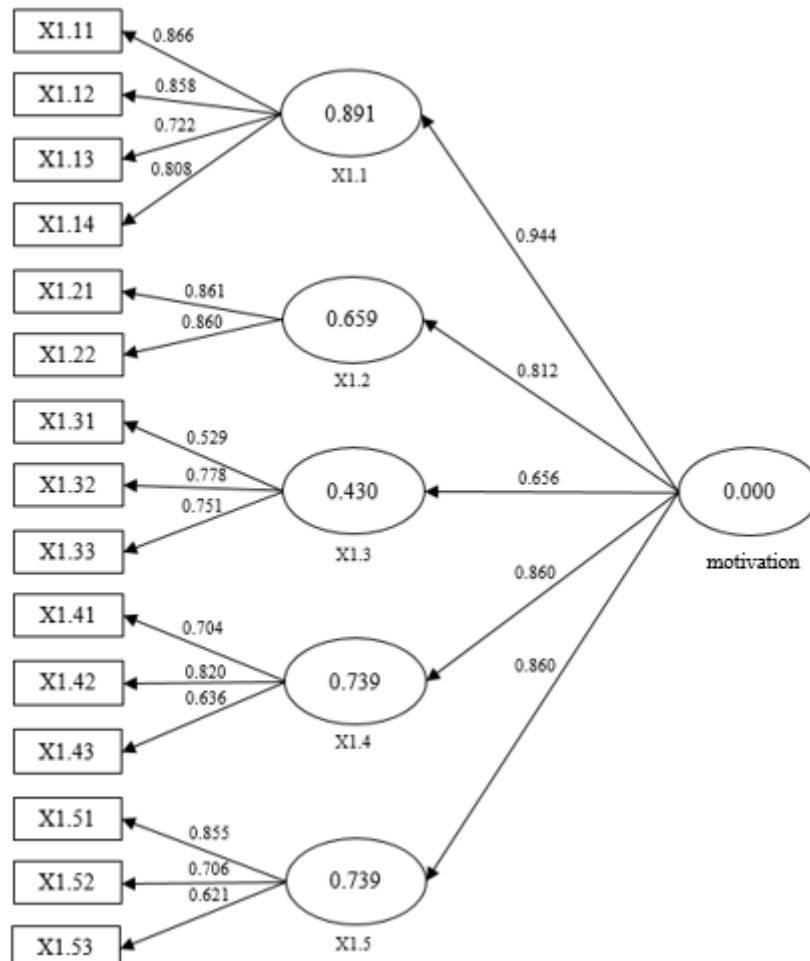
**Figure 1** Work Motivation Variable Measurement Model

Based on Figure 1 above, all indicators have a loading factor > 0.5, so they are valid. For more details can be seen in the following table:

**Table 3** Test of Work Motivation Variable Measurement

| Construct | Indicator | Loading Factor | T Statistics | Description | AVE | CR |
|---|---|---|---|---|---|---|
| **First Order** | | | | | | |
| **Physiological Needs** | X1.11 | 0.866 | 22.290 | Valid | 0.665 | 0.888 |
| | X1.12 | 0.858 | 15.253 | Valid | | |
| | X1.13 | 0.722 | 8.098 | Valid | | |
| | X1.14 | 0.808 | 12.442 | Valid | | |
| **Security Needs** | X1.21 | 0.861 | 19.356 | Valid | 0.740 | 0.851 |
| | X1.22 | 0.860 | 14.241 | Valid | | |
| **Social Needs** | X1.31 | 0.529 | 2.299 | Valid | 0.483 | 0.732 |
| | X1.32 | 0.778 | 8.391 | Valid | | |
| | X1.33 | 0.751 | 8.129 | Valid | | |
| **Appreciation needs** | X1.41 | 0.704 | 4.795 | Valid | 0.524 | 0.766 |
| | X1.42 | 0.820 | 17.548 | Valid | | |
| | X1.43 | 0.636 | 4.837 | Valid | | |
| **Need for Self-Actualization** | X1.51 | 0.855 | 23.172 | Valid | 0.538 | 0.774 |
| | X1.52 | 0.706 | 5.792 | Valid | | |
| | X1.53 | 0.621 | 5.792 | Valid | | |
| *Second Order* | | | | | | |
| **Work Motivation** | X1 | 0.944 | 38.100 | Valid | 0.692 | 0.917 |
| | X2 | 0.812 | 14.929 | Valid | | |
| | X3 | 0.656 | 8.574 | Valid | | |
| | X4 | 0.860 | 22.613 | Valid | | |
| | X5 | 0.860 | 20.559 | Valid | | |

Based on table 3 above, all indicators in the first order model have a loading factor > 0.5 so they are valid. This shows that all indicators are valid in measuring each dimension of the work motivation variable. In the second order model it can also be seen that each dimension has a loading factor > 0.5, so it is valid. This shows that all dimensions are valid as a measure of work motivation variables. Judging from the loading factor value, the physiological needs dimension has the highest loading factor which indicates that the physiological needs dimension is the strongest dimension in measuring work motivation variables. Meanwhile, the dimension of social needs has the lowest loading factor which indicates that the dimension of social needs is the weakest dimension in measuring work motivation variables.

Then, judging from the AVE value, almost all construct variables have an AVE value close to 0.5 and above 0.5. Likewise, judging from the CR value, all variables obtain a CR value > 0.7, so it is reliable. This shows that these indicators are consistent in measuring their respective constructs.

## 4.2.2 Job Satisfaction Variables

Job satisfaction variable is measured by six dimensions consisting of 13 indicators. With the second order method, the results of testing the variable job satisfaction are obtained in Figure 2.
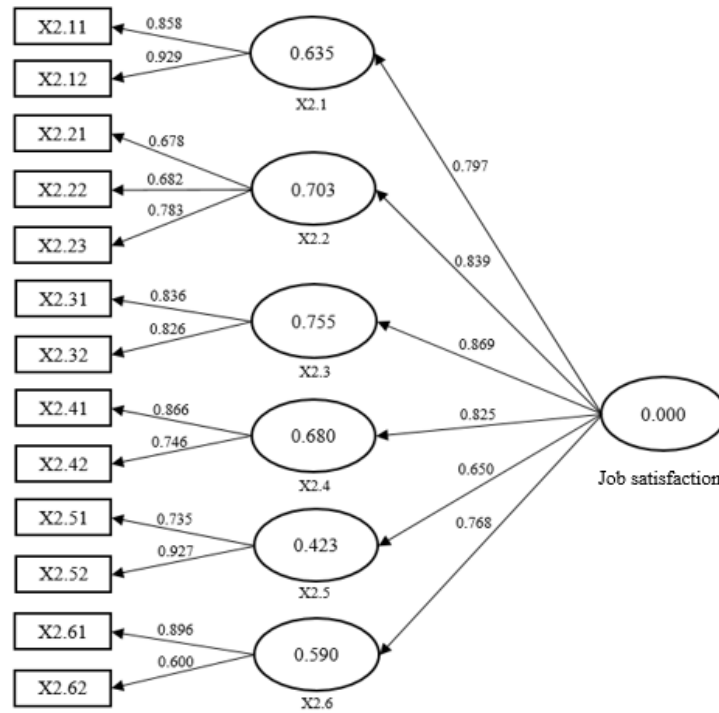
**Figure 2** Job Satisfaction Variable Measurement Model

Based on Figure 2 above, all indicators have a loading factor > 0.5, so they are valid. For more details can be seen in the following table:

**Table 4** Test for Measurement of Job Satisfaction Variables

| Construct | Indicator | *Loading Factor* | T Statistics | Description | AVE | CR |
|---|---|---|---|---|---|---|
| *First Order* | | | | | | |
| **Salary** | X2.11 | 0.858 | 12.926 | Valid | 0.800 | 0.889 |
| | X2.12 | 0.929 | 48.098 | Valid | | |
| **The Job Itself** | X2.21 | 0.678 | 5.269 | Valid | 0.513 | 0.759 |
| | X2.22 | 0.682 | 6.876 | Valid | | |
| | X2.23 | 0.783 | 10.829 | Valid | | |
| **Colleagues** | X2.31 | 0.836 | 20.329 | Valid | 0.691 | 0.817 |
| | X2.32 | 0.826 | 10.151 | Valid | | |
| **leader** | X2.41 | 0.866 | 21.888 | Valid | 0.653 | 0.789 |
| | X2.42 | 0.746 | 8.535 | Valid | | |
| **Promotion** | X2.51 | 0.735 | 4.406 | Valid | 0.700 | 0.821 |
| | X2.52 | 0.927 | 24.509 | Valid | | |
| **Work environment** | X2.61 | 0.896 | 17.528 | Valid | 0.581 | 0.728 |
| | X2.62 | 0.600 | 3.778 | Valid | | |
| *Second Order* | | | | | | |
| **Job Satisfaction** | X2.1 | 0.797 | 12.166 | Valid | 0.631 | 0.911 |
| | X2.2 | 0.839 | 16.516 | Valid | | |
| | X2.3 | 0.869 | 22.405 | Valid | | |
| | X2.4 | 0.825 | 15.567 | Valid | | |
| | X2.5 | 0.650 | 4.990 | Valid | | |
| | X2.6 | 0.768 | 8.913 | Valid | | |

Based on table 4 above, all indicators in the first order model have a loading factor > 0.5 so they are valid. This shows that all indicators are valid in measuring each dimension of the job satisfaction variable.

Then in the second order model it can also be seen that each dimension has a loading factor > 0.5, so it is valid. This shows that all dimensions are valid as a measure of job satisfaction variables. Judging from the value of the loading factor, the co-worker dimension has the highest factor loading which indicates that the co-worker dimension is the strongest dimension in measuring job satisfaction variables. While the promotion dimension has the lowest loading factor indicating that the promotion dimension is the weakest dimension in measuring job satisfaction variables.

Then, when viewed from the AVE value, all construct variables have an AVE value close to above 0.5. Likewise, seen from the CR value, all variables obtain CR values > 0.7, so they are reliable. This shows that these indicators are consistent in measuring their respective constructs.

### 4.2.3 Employee Performance Variables

Employee performance variables are measured by six dimensions consisting of 13 indicators. Using the second-order method, the results of testing employee performance variables are as follows:
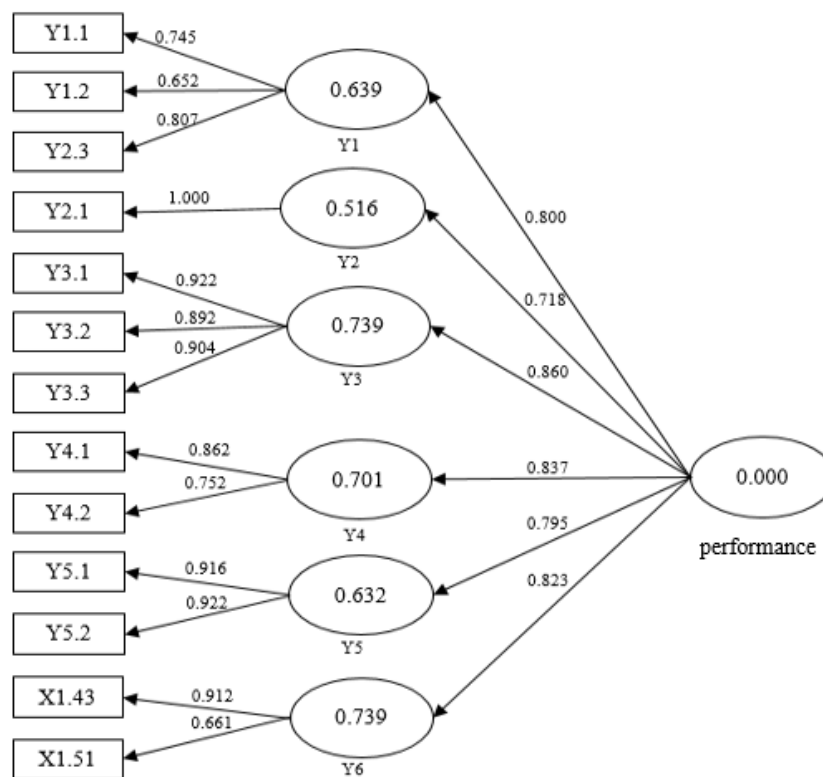


**Figure 3** Performance Variable Measurement Model

Based on Figure 3 above, all indicators have a loading factor > 0.5, so they are valid. For more details can be seen in the Table 5.

Based on table 5 above, all indicators in the first order model have a loading factor > 0.5 so they are valid. This shows that all indicators are valid in measuring each dimension of employee performance variables.

Then in the second order model it can also be seen that each dimension has a loading factor > 0.5, so it is valid. This shows that all dimensions are valid as a measure of employee performance variables. When viewed from the value of the loading factor for the punctuality dimension, it has the highest loading factor which indicates that the punctuality dimension is the strongest dimension in measuring employee performance variables. While the quantity dimension has the lowest loading factor which indicates that the quantity dimension is the weakest dimension in measuring employee performance variables.

Then, when viewed from the AVE value, all construct variables have an AVE value close to above 0.5. Likewise, seen from the CR value, all variables obtain CR values > 0.7, so they are reliable. This shows that these indicators are consistent in measuring their respective constructs.

**Table 5** Test of Employee Performance Variable Measurement

| Construct | Indicator | Loading Factor | T Statistics | Description | AVE | CR |
|---|---|---|---|---|---|---|
| *First Order* | | | | | | |
| **Quality** | Y1.1 | 0.745 | 4.886 | Valid | 0.544 | 0.780 |
| | Y1.2 | 0.652 | 5.568 | Valid | | |
| | Y1.3 | 0.807 | 14.250 | Valid | | |
| **Quantity** | Y2.1 | 1.000 | 1.000 | Valid | 1.000 | 1.000 |
| **Punctuality** | Y3.1 | 0.922 | 38.046 | Valid | 0.820 | 0.932 |
| | Y3.2 | 0.892 | 38.576 | Valid | | |
| | Y3.3 | 0.904 | 27.764 | Valid | | |
| **Cost Effectiveness** | Y4.1 | 0.862 | 23.297 | Valid | 0.655 | 0.790 |
| | Y4.2 | 0.752 | 11.187 | Valid | | |
| **Need for Supervision** | Y5.1 | 0.916 | 28.024 | Valid | 0.844 | 0.915 |
| | Y5.2 | 0.922 | 42.593 | Valid | | |
| **Interpersonal Impact** | Y6.1 | 0.912 | 33.964 | Valid | 0.634 | 0.772 |
| | Y6.2 | 0.661 | 4.560 | Valid | | |
| *Second Order* | | | | | | |
| **Employee performance** | Y1 | 0.800 | 10.465 | Valid | 0.651 | 0.918 |
| | Y2 | 0.718 | 8.316 | Valid | | |
| | Y3 | 0.860 | 24.235 | Valid | | |
| | Y4 | 0.837 | 18.368 | Valid | | |
| | Y5 | 0.795 | 12.299 | Valid | | |
| | Y6 | 0.823 | 19.309 | Valid | | |

Based on table 5 above, all indicators in the first order model have a loading factor > 0.5 so they are valid. This shows that all indicators are valid in measuring each dimension of employee performance variables.

Then in the second order model it can also be seen that each dimension has a loading factor > 0.5, so it is valid. This shows that all dimensions are valid as a measure of employee performance variables. When viewed from the value of the loading factor for the punctuality dimension, it has the highest loading factor which indicates that the punctuality dimension is the strongest dimension in measuring employee performance variables. While the quantity dimension has the lowest loading factor which indicates that the quantity dimension is the weakest dimension in measuring employee performance variables.

Then, when viewed from the AVE value, all construct variables have an AVE value close to above 0.5. Likewise, seen from the CR value, all variables obtain CR values > 0.7, so they are reliable. This shows that these indicators are consistent in measuring their respective constructs.

## 4.3  Discriminant validity

Discriminant validity testing was carried out to test the correlation of each indicator with all of the latent variables tested. Following are the results of the discriminant validity test with dimensions as indicators (obtained from the results of the full structural model), and the tests are carried out by comparing the AVE root values and the correlations between variables in the table below:

**Tabel 6,** Discriminant Validity Test

| | Satisfaction | Performance | Motivation |
|---|---|---|---|
| **Satisfaction** | **0.779** | | |
| **Performance** | 0.590 | **0.795** | |
| **Motivation** | 0.105 | 0.732 | **0.822** |

Based on the test results in Table 6 above, it can be seen that the job satisfaction variable has an AVE root value of 0.779. where this value is greater than the highest correlation of satisfaction with performance variables, namely

0.590. Then the employee performance variable has an AVE root value of 0.795, where this value is greater than the highest correlation between performance variables and motivation, namely 0.732. The work motivation variable has an AVE root value of 0.822 this value is greater than the highest correlation between motivation and performance, namely 0.732. These results show that all variables have a higher AVE root value than the highest correlation between them. So, it can be concluded that the research model has good discriminant validity.

## 4.4 Hypothesis testing

To see the significance of the hypothesis by looking at the parameter coefficient values and the $t_{count}$ significance value in the boostrapping report. To find out whether it is significant or not significant, it can be seen from the $t_{table}$ at an alpha of 0.05 or 5%, namely 1.96. Then $t_{table}$ compared to $t_{count}$.

### 4.4.1 Effect of work motivation on employee performance

The first hypothesis to be tested is the effect of work motivation on employee performance by testing the following statistical hypotheses:

$H_0$ : Work motivation has no significant effect on employee performance.
$H_1$ : Work motivation has a significant effect on employee performance.

The following are the results of statistical testing to determine the effect of work motivation on performance:

**Table 7** Results of the Significance Test of the Effect of Work Motivation on Performance

| Hypothesis | Relation | Path | T Statistics | Conclusion |
|---|---|---|---|---|
| 1 | Motivation → Performance | 0.677 | 9.035 | Significance |
| 2 | satisfaction → Performance | 0.520 | 7.217 | Significance |

Based on table 7 above, the results of testing the hypothesis with the t test show that the path coefficient for the relationship between work motivation and employee performance is indicated by the path coefficient value of 0.677 with a $t_{count}$ value of 9,035. Because the value of $t_{count}$ is 9.035 > $t_{table}$ 1.96 Then $H_0$ rejected and $H_1$ accepted. So it can be concluded that work motivation has a significant effect on employee performance. The value of the path coefficient for the relationship between work motivation and employee performance is equal to 0.677. The path coefficient has a positive sign, which means that if work motivation increases, employee performance will also increase.

### 4.4.2 The influence of job satisfaction on employee performance

The second hypothesis to be tested is the effect of job satisfaction on employee performance by testing the statistical hypothesis as follows:

$H_0$ : Job satisfaction has no significant effect on employee performance.
$H_2$ : Job satisfaction has a significant effect on employee performance.

The following are the results of statistical tests to determine the effect of job satisfaction on performance:

**Table 8.** Results of the Significance Test of the Effect of Job Satisfaction on Performance

| Hypothesis | Relation | Path | T Statistics | Conclusion |
|---|---|---|---|---|
| 1 | Motivation → Performance | 0.677 | 9.035 | Significance |
| 2 | satisfaction → Performance | 0.520 | 7.217 | Significance |

Based on the table 8 above, As can be seen, the path coefficient for the association between job satisfaction and employee performance was determined by using the t test to test the hypothesis. indicated by the path coefficient value of 0.520 with a calculated $t_{count}$ of 7.217. Because the value of $t_{count}$ is 7.217 > $t_{table}$ 1.96 Then $H_0$ rejected and $H_2$ accepted. So it can be concluded that job satisfaction has a significant effect on employee performance. The value of the path coefficient for the relationship of job satisfaction to employee performance is equal to 0.520. The path coefficient has a positive sign, which means that if job satisfaction increases, employee performance will also increase.

### 4.4.3 The simultaneous influence of work motivation and job satisfaction on employee performance

The third hypothesis to be tested is the simultaneous effect of work motivation and job satisfaction on employee performance by testing the following statistical hypotheses:

$H_0$ :  Simultaneously, work motivation and job satisfaction have no significant effect on employee performance.

$H_3$ :  Simultaneously, work motivation and job satisfaction have a significant effect on employee performance.

Testing is carried out with Test F, where is value$F_{count}$ is obtained by using the following formula:

$$F = \frac{((n - k - 1)(R^2)}{k(1 - R^2)}$$
$$F = \frac{((55 - 2 - 1)(0.802)}{2(1 - 0.802)}$$

$F_{count}$ = 105.313

With $\alpha$ = 5% dan $df_1$= k = 2, $df_2$ = n-k-1 = 55-2-1 = 52 obtained values $F_{table}$ in the amount of $\pm$ 3.175. Based on the calculation above, the value can be obtained $F_{count}$ in the amount of 105.313. Because of value $F_{count}$ (105.313) > $F_{table}$ (3,175), then the third hypothesis is accepted. This means that simultaneously, work motivation and job satisfaction have a significant effect on employee performance.

Based on the description above, it can be concluded that the hypothesis test is described as follows:

$H_1$ : The first hypothesis can be accepted because there is a significant effect of work motivation on employee performance.

$H_2$ : The second hypothesis can be accepted because there is a significant effect of job satisfaction on employee performance.

$H_3$ : The third hypothesis can be accepted because there is a significant influence between work motivation and job satisfaction on employee performance.

## 5. Conclusion

The findings indicated that the business was thought to be capable of satisfactorily addressing aspects that contribute to job motivation, such as physiological demands, security needs, and social needs. The company, however, is thought to be unable to fully satisfy the needs of appreciation and self-actualization, as evidenced by the provision of benefits every three months as well as the annual bonus, which is viewed as inconsistent, the giving of awards from superiors or leaders for the achievement of employee performance, which is still lacking, and the lack of space for employees to be able to develop abilities and skills at work.

Employee job satisfaction data shows that workers are satisfied with their jobs, coworkers, managers, and working conditions. Employees still lose interest since the work they are now doing is not in line with their interests, as well as the promotion system, and others believe that the feeling of fairness in paying salaries is not in line with the workload in each portion or work unit. As for employee performance, it shows that staff members believe that because the Branch Office is located outside the main area, namely West Java, the targets established by the Head Office are still challenging to achieve. There are still workers who are unable to do their tasks by the specified time (deadline), one of which is due to workers who frequently postpone tasks such that they pile up and ultimately perform below expectations. And in the workplace, both job satisfaction and motivation have a good and considerable impact on employees' performance, either partially or concurrently.

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