

Effect of Social Needs and Award Needs on Job Satisfaction and Its Implementation on Employee Performance at PT. TUV NORD Indonesia

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Abstract:- This study aims to determine and explain the Effect of Social Needs and Award Needs on Job Satisfaction and Its Implementation on Employee Performance. Respondents 95 employees (entire population). Data collection is done through interviews and questionnaires. Data were analyzed using path analysis (SmartPls 3.0 software) and correlation dimensions between dimensions (SmartPls 3.0 software). The results of the study show that: (1) Social Needs and Appreciation Needs both partially and simultaneously affect Employee Performance; (2) Social Needs, Award Needs and Job Satisfaction both partially and simultaneously affect Employee Performance; (3) Job Satisfaction does not mediate the influence of Social Needs and Needs for Awards on Employee Performance.

Based on the analysis of the correlation matrix between dimensions, to improve Social Needs, which has a positive correlation with Job Satisfaction, it is advisable to maintain and improve dimensions, namely desires respected and also for employee performance also improve the dimensions of desires respected. To increase the need for rewards, which have a positive correlation with job satisfaction, it is advisable to maintain and increase the needs of the institution. And for employee performance is to increase the intrinsic reward dimension. To improve job satisfaction which has a positive correlation with employee performance, it is advisable to maintain and improve the dimensions of work colleagues

Keywords:- *Employee Performance, Job Satisfaction, Award Needs, and Social Needs.*

I. INTRODUCTION

Employees are the company's main assets and have a strategic role in the company, namely as thinkers, planners, and controlling company activities. The most important asset that must be owned by an organization or company and must be considered in management is labor or human resources (Samsudin, 2010: 21). It is the duty of the organization to make existing human resources qualified and able to improve their performance.

There are many factors that influence employee performance for achievement. Factors that can improve employee performance for achievement include motivation,

job satisfaction, compensation systems, job design, and other economic aspects. Understanding of the factors that influence the improvement of employee performance is very important, because the personnel function can then choose performance improvement factors that are appropriate to a particular situation. The two factors mentioned at the beginning, namely motivation and job satisfaction are things that must be considered by an organization, because there are rarely employees who can work optimally if no one is able to motivate or pump their morale.

The performance of PT TUV NORD Indonesia employees is indicated to have a less than optimal level of performance. Furthermore, pre-research was conducted with fifteen employee respondents to find out the factors that were thought to cause the decline in work motivation related to employee performance according to Abraham Maslow's theory of needs in Reksohadiprojo and Handoko (1996). The cause of the decline in motivation related to employee performance is social needs and the need for awards Research conducted by Riski Damayanti, Agustina Hanafi & Afriyadi Cahyadi (2018) that job satisfaction has a strong and significant effect on employee performance. Further research conducted by Mohammad Rifky Bagus Pratama, Mochammad Al Musadieg and Gunawan Eko Nurtjahjono (2017) that work motivation and job satisfaction simultaneously have a significant effect on employee performance.

II. THEORETICAL REVIEW

A. Social Needs

Maslow in Hasibuan (2008), one of the levels of the hierarchy of human needs is social needs. Social needs or affiliations are social needs, friends, affiliation, interaction, love and love, and are accepted in the association of groups of workers and the community environment. Basically normal people will not want to live alone in a remote place alone. He always needs group life.

Because humans are social beings, it is clear that they have social needs consisting of four groups (Mangkuprawira, 2007),

- The need for feeling accepted by others in the sense of belonging.
- The need for feelings is respected because every human being feels sense of importance. As low as someone's education and position, he still feels himself important.

Therefore, in motivating subordinates, leaders must be able to take actions that give the impression that their energy is needed in the process of achieving company goals.

- The need for progress and not failure (sense of achievement). Everyone is happy about progress and no one likes failure. Progress, both in the field of career, property, position, and so on is everyone's needs and dreams.
- The need for feelings of participation (sense of participation). Each individual member of the organization will feel happy if he is included in various organizational activities, in the sense that he is given the opportunity to provide suggestions or opinions to their leaders.

B. Needs of Award

According to Ivancevich, Konopaske and Matteson (2006: 226) rewards are divided into two types, namely:

➤ *Extrinsic award*

Extrinsic award is an award that comes from outside the person.

• *Financial award:*

✓ *Salaries and wages*

Salary is a remuneration in the form of money received by employees as a consequence of his position as an employee who contributes energy and thoughts in achieving company goals or can be said as a fixed payment someone receives from a company. Wages are rewards paid based on working hours, number of items produced or number of services provided.

- ✓ Employee benefits such as pension funds, hospital care and vacations. Generally it is a matter that is not related to employee performance, but is based on seniority or attendance records
- ✓ Bonuses / incentives are additional rewards above or beyond the salary / wages given by the organization

• *Non financial awards:*

✓ *Interpersonal awards*

Or commonly called interpersonal rewards, managers have a number of powers to distribute interpersonal rewards, such as status and recognition.

✓ *Promotion*

Managers make promotional awards as an effort to put the right people in the right jobs. Performance if measured accurately, often gives significant consideration in the promotion award allocation.

➤ *Intrinsic rewards*

Intrinsic rewards are self-governed rewards.

➤ *Completion*

The ability to start and finish a job or project is very

important for some people. People like this judge what they call completion of the task. Some people have a need to complete tasks and the effect of completing a task for someone is a form of appreciation for themselves.

➤ *Achievement*

Achievement is an award that arises in oneself, which is obtained when a person achieves a challenging goal.

➤ *Autonomy (autonomy)*

Some people want jobs that give them the right to make decisions and work without being watched closely. Feelings of autonomy can result from the freedom to do what is best by employees in certain situations.

C. Job Satisfaction

The theory presented by Luthans (2008: 431) there are several dimensions of job satisfaction having (5) dimensions, namely:

- The work itself (Work It Self). The characteristics and challenges posed in the work determine satisfaction.
- Supervision. Supervisors who are good, fair, open, and able to cooperate are preferred by subordinates.
- Workers. Good social interaction co-workers strongly support job satisfaction.
- Promotion (Promotion). Is a factor associated with the presence or absence of an opportunity to obtain a career increase during work.
- Salary / wages (Pay). Payment of standard salaries and wages, bonuses, paid allowances is deemed feasible or not.

D. Employee Performance

According to Bangun (2012), a job can be measured through the amount, quality, timeliness of doing it, attendance, and the ability to work together that is required of a particular job.

➤ *Amount of Work*

This dimension shows the number of jobs produced by individuals or groups as standard work requirements. Every job has different requirements so that it requires employees to meet these requirements both knowledge, skills and accordingly. Based on the job requirements, it can be seen the number of employees needed to be able to do it or the minimum amount of work that can be done by an employee.

➤ *Quality of Work*

Every employee in the company must meet certain conditions to be able to produce work according to the quality demanded by a particular job. Every job has certain quality standards that must be adjusted by employees. Employees have good performance if they can produce jobs according to the quality requirements of work.

➤ *Timeliness*

Every job must be completed on time because it is interconnected with each other. So, if the work in a certain part is not finished on time then the other work will be hampered so that it affects the amount and quality of the work.

➤ Attendance

Each type of work requires the presence of employees in working on the specified time. There are types of jobs that require the presence of employees for eight hours a day for five working days a week. Employee performance is determined by the level of attendance of employees in doing it.

➤ Cooperation Opportunities

Not all jobs can be completed by one person. For certain types of work, it may have to be completed by two or more employees so that it requires cooperation between employees.

E. Theoretical Framework

The influence of social needs on job satisfaction, social needs has a positive and significant effect on job satisfaction based on research conducted by Putu Siti Firmani (2017). According to Mathis and Jacson (2000), job satisfaction is a positive emotional state from evaluating one's work experience. Critical factor of job satisfaction is what is received by the employee as an appreciation of his work according to Charles R. Wright is the process when individuals get their group culture and internalize to a certain extent their social norms, thus guiding the person to take into account the expectations of others. According to Hasibuan (2008), the need for rewards arises from within as well as environmental factors. Ideally, prestige arises because of achievements. Pushpakumari (2008) states that the attitude of an employee is important for management, because they determine the behavior of workers in the organization. Pushpakumari (2008) states that the attitude of an employee is important for management, because they determine the behavior of employees in the organization. Previous research conducted by Koesmono (2005), Ayu and Suprayetno (2008) shows that the influence of motivation on employee performance is mediated by job satisfaction.

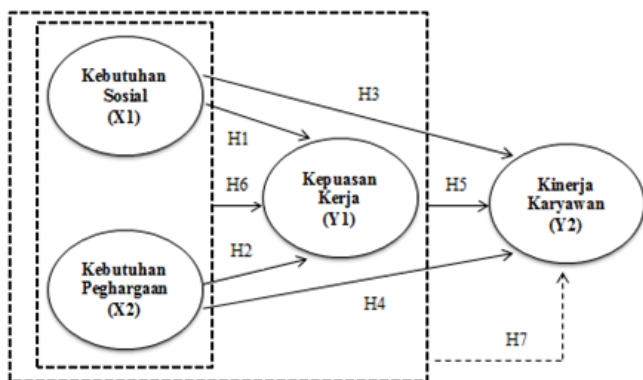


Fig 1:- Inter-Variable Relationship Model

F. Hypothesis

- H1: Social needs have a significant effect on job satisfaction.
- H2: The need for rewards has a significant effect on job satisfaction.
- H3: Social needs have a significant effect on employee performance

- H4: The need for awards has a significant effect on employee performance.
- H5: Job satisfaction has a significant effect on employee performance.
- H6: Social needs and rewards needs simultaneously have a significant effect on job satisfaction.
- H7: Social needs, rewards needs and job satisfaction simultaneously have a significant effect on employee performance.
- H8: Job satisfaction significantly mediates social needs for employee performance.
- H9: Job satisfaction significantly mediates the need for respect for employee performance.

III. RESEARCH METHODOLOGY

The type of research used is quantitative research using primary data in the form of surveys. To get complete, relevant and complementary data, in addition to the primary data in the form of surveys, researchers use secondary data in the form of income from PT. TURV NORD Indonesia.

A. Population and Sample

This is often done if the population is relatively small, less than 30 people. Another term saturated sample is a census, where all members of the population are sampled. The reason the researchers used this method was because the population was relatively small and the researchers in this study wanted to make generalizations with relatively small errors. Based on the above considerations, the minimum sample size in this study was determined by 95 employees working at PT TUV NORD Indonesia factory.

B. Method Analysis

The method used as follows: This study uses data analysis techniques using SmartPLS version 3.2.7 software that is run with computer media. PLS (Partial Least Square) is a structural equation analysis (Structural Equation Modeling) or abbreviated as SEM based on variants which can simultaneously test measurement models while testing structural models. The measurement model is used to test validity and reliability, while the structural model is used to test causality (testing hypotheses with prediction models). Furthermore, Ghozali (2006) explains that PLS is an analytical technique that is soft modeling because it does not assume data must be of a certain scale, which means the number of samples can be small (below 100 samples).

IV. RESULTS AND DISCUSSIONS

Based on the results of the study it can be seen that the female employees numbered 27 people with a level of 28.42% while the male sex numbered 68 people with a percentage level of 71.58%. the majority of employees with the most education or the majority are in the final S1 or undergraduate education level of 74%.

Descriptive statistical analysis of research variables is used to determine the tendency of answers in the questionnaire or the extent of respondents' responses according to the category of answer choices using a Likert

scale from scale 1 (strongly disagree) to 5 (strongly agree) to the statements of each variable. Based on the tabulation of the answers above, it can be seen that the social needs variable has an average of 3.39. that the Award Requirement variable has an average of 3.46. Variable Job satisfaction has an average of 3.33. Employee Performance variables have an average value of 3.36.

Evaluation of convergent validity from examination Average variance extracted (AVE) describes the magnitude of variance or diversity of manifest variables that can be owned by latent constructs, the greater the variance or diversity of manifest variables that can be contained by latent constructs, the greater the representation of the manifest variable on its latent construct.

Convergent validity evaluation of the examination of Average Variance Extracted (AVE) can be seen from the AVE value based on the results of data processing with version 3.0 SmartPLS.

| Variable | Average Variance Extracted (AVE) |
|----------------------|----------------------------------|
| Social Needs | 0.756 |
| Award Needs | 0.893 |
| Job satisfaction | 0.782 |
| Employee performance | 0.801 |

Table 1:- Average Variance Extracted (AVE) for Each Variable

For all AVE values > 0.5, which is 0.756 for Social Needs, 0.893 for Award needs, 0.782 for Job Satisfaction, and 0.801 for Employee Performance. Evaluation of convergent validity from internal consistency reliability can be seen from the values of Cronbach's Coefficient Alpha and Composite Reliability (CR) which are displayed in the following table 4.10. The table presented is the result of calculation of SmartPLS version 3.0.

| Variable | Cronbach's Coefficient Alpha | Composite Reability (CR) |
|----------------------|------------------------------|--------------------------|
| Social Needs | 0.954 | 0.961 |
| Award Needs | 0.960 | 0.971 |
| Job Satisfaction | 0.959 | 0.966 |
| Employee Performance | 0.949 | 0.960 |

Table 2:- Composite Reability (CR)

It is known that the value of Cronbach's Coefficient Alpha for Social Needs, Award Needs and Job Satisfaction variables is more than 0.6 or even close to 1 and Composite reability (CR) value is more than 0.7. In table 4.9, it is known that the Cronbach's Coefficient Alpha and Composite reability values for all research variables are more than 0.90 or even close to 1. This value has exceeded the standard, each > 0.6 and > 0.7, so that all variables in the study are declared reliable.

| | Original Sample(O) | T Statistic (O/STDEV) | P Values |
|--|--------------------|-----------------------|----------|
| Social Needs (X1) -> Job Satisfaction (Y1) | 0.275 | 0.073 | 0.000 |
| Social Needs (X1) -> Employee Performance (Y2) | 0.318 | 0.074 | 0.000 |
| Award Needs (X2) -> Job Satisfaction (Y1) | 0.619 | 0.062 | 0.000 |
| Award Needs (X2) -> Employee Performance (Y2) | 0.648 | 0.068 | 0.000 |
| Job Satisfaction (Y1) -> Employee Performance (Y2) | 0.262 | 0.083 | 0.001 |

Table 3:- Path Coefficient (CR)

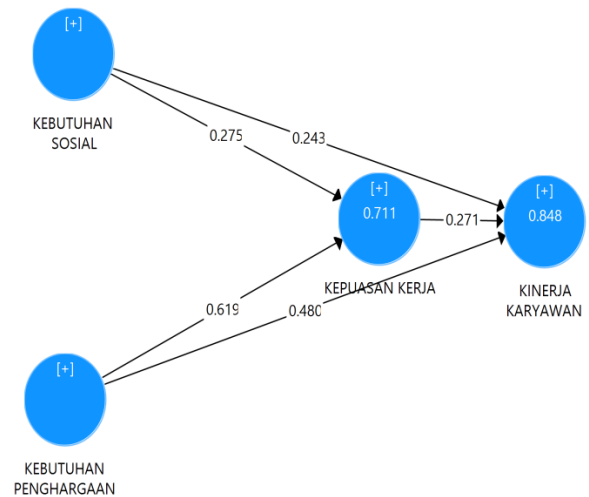


Fig 2:- Inner Model (Original Sample)

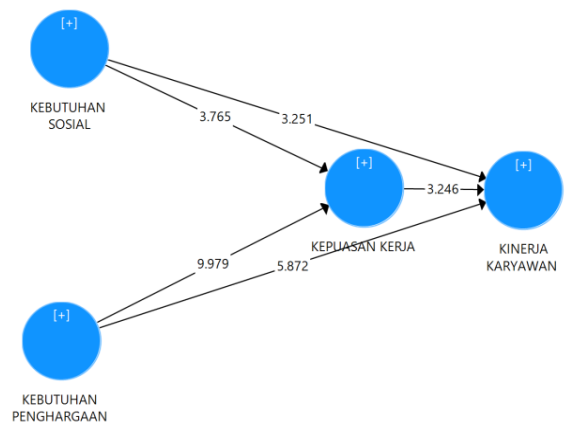


Fig 3:- Inner Model (T Statistik (O/STDEV))

To evaluate the value of R2 based on the calculation results using calculate SmartPLS version 3.0 algorithm, the R2 value is 0.711 for the Job Satisfaction variable and 0.848 for the Employee Performance variable. The R2 value indicates that the level of determination of exogenous variables (Social Needs and Award Needs) for the endogenous is quite high. The simultaneous effect of variable work morale, competency towards motivation can be done by calculating f count / f statistics using the formula below.

$$R^2 = 0.711 \text{ (Job Satisfaction)}$$

$$F \text{ count } 1 = (R^2 / ((k-1))) / ((1-R^2) / ((n-k)))$$

$$F \text{ count } 1 = (0,711 / ((4-1))) / ((1-0,711) / ((95-4)))$$

$$F \text{ count } 1 = 0,237 / 0,0031$$

$$F \text{ count } 1 = 76,45$$

Simultaneous effects of Social Needs variables, Needs of Awards and Job Satisfaction on Employee Performance can be done by calculating f arithmetic / f statistics using the formula below.

$$R^2 = 0.848 \text{ (Employee Performance)}$$

$$F \text{ count } 2 = (R^2 / ((k-1))) / ((1-R^2) / ((n-k)))$$

$$F \text{ count } 2 = ((0,848) / ((4-1))) / ((1-0,848) / ((95-4)))$$

$$F \text{ count } 2 = 0.283 / 0.0032$$

$$F \text{ count } 2 = 89.00$$

The purpose of testing Goodness of Fit Index (GoF) is to validate the combined performance of the measurement model (outer model) and the structural model (inner model) obtained through the following calculations:

$$GoF = \sqrt{(AVE \times R^2)}$$

$$GoF = \sqrt{(0.808 \times 799)}$$

$$GoF = \sqrt{0.649}$$

$$GoF = 0.805$$

The purpose of conducting predictive B relevance B (Q2) testing is to validate the B model. The results of Q2 calculations are as follows:

$$Q2 = 1 - (1 - R12) (1 - R22)$$

$$Q2 = 1 - (1 - 0.711) (1 - 0.848)$$

$$Q2 = 1 - (0.289) (0.152)$$

$$Q2 = 1 - 0.0439$$

$$Q2 = 0.956$$

Based on the results of the predictive relevance (Q2) above, it shows a value of 0.956. In this research model, endogenous latent variables have predictive relevance (Q2) values greater than 0 (zero) so that exogenous latent variables as explanatory variables can predict their endogenous variables namely Employee Performance or in other words prove that this model is considered to have good predictive relevance.

| | R square | F Statistik | F Tabel | Alpha | Conclusion |
|---------------------|----------|-------------|---------|-------|---|
| (KS, KP) -> KK | 0.711 | 76.45 | 2.7 | 0.5 | $F_{Hitung} > F_{Tabel} (H_6 \text{ diterima})$ |
| (KS, KP, KK) -> KIN | 0.848 | 89.00 | 2.7 | 0.5 | $F_{Hitung} > F_{Tabel} (H_7 \text{ diterima})$ |

Table 3:- Effect of Independent Variables on Dependent Variables

- Hypothesis 1 - Social Needs have a significant effect on Job Satisfaction. Obtained path coefficient of 0.275 and t count (3.765) > t Table (1,662) with p equal to 0,000, thus H1 is accepted (p <0.05) and H0 is rejected, Social Needs have a positive effect on Job Satisfaction.
- Hypothesis 2 - Needs for Awards have a significant effect on job satisfaction. Obtained path coefficient of 0.619 and t arithmetic (9,979) > t Table (1,662) with p

equal to 0,000, thus H2 is accepted (p <0.05) and H0 is rejected, Competence has a positive effect on motivation.

- Hypothesis 3 - Social Needs have a significant effect on Performance Obtained path coefficient of 0.318 and t count (4.314) > t Table (1,662) with p equal to 0,000, thus H3 is accepted (p <0.05) and H0 is rejected, Work Spirit have a positive effect on productivity.
- Hypothesis 4 - Award Needs have a significant effect on Performance Obtained path coefficient of 0.648 and t count (9.581) > t Table (1.662) with p equal to 0.000, thus H4 is accepted (p <0.05) and H0 is rejected, influential Competence positive for productivity.
- Hypothesis 5 - Job Satisfaction has a significant effect on Employee Performance. Obtained path coefficient of 0.018 and t count (2.262) > t Table (1.662) with p equal to 0.001, thus H5 is accepted (p <0.05) and H0 is rejected. Job Satisfaction has a positive effect on Employee Performance.
- Hypothesis 6 - Social Needs and Award Needs have a significant effect on Job Satisfaction. The Social Needs and Needs Variables Award has (R2) that is 0.711 with a f value of 76.45 and the f table value at alpha 0.05 is 2.70. This means f count (76.45) > f Table (2.70), then H6 is accepted and H0 is rejected.
- Hypothesis 7 - Social Needs and Award Needs, Job Satisfaction influences Employee Performance. Variables of Social Needs and Needs of Award, Job Satisfaction has (R2) that is 0.848 with the value of f statistic 89.00 and the value of f table at alpha 0.05 is 2.7. This means fcount (89.00) > f Table (2.7), then H7 is accepted and H0 is rejected.
- Hypothesis 8 - Path coefficient value of direct influence of Social Needs on Employee Performance 0.2432 = 0.059 < path coefficient value of indirect influence Social Needs on Employee Performance is 0.075 and Value p value indirect effect of Social Need variable on Employee Performance mediated by Satisfaction variable Work and Value p value indirect effect of Social Needs variable on Employee Performance mediated by Job Satisfaction variable is equal to 0.003 with T value of 3.521. Because the value of p value obtained is <0.05 and T statistic > 1.662, it is concluded that the indirect effect of Social Needs on Employee Performance is mediated by the variable Job Satisfaction,
- Hypothesis 9 - Path coefficient value of direct influence of Need Requirement on Employee Performance 0.4802 = 0.230 > path coefficient value Indirect influence of Award Need for Employee Performance is 0.168 and Value p value indirect effect of Award Need variable on Employee Performance mediated by Satisfaction variable Work is equal to 0.012 with a T value of 3.006. Because the value of p value obtained is <0.05 and T statistic > 1.986, it can be concluded that the indirect influence of the Need for Award on Employee Performance is not mediated by the variable Job Satisfaction, this indicates that the high Requirement Award can improve employee Employee Performance without going through Job Satisfaction variables.

Matrix Correlation Results among Dependent Variable Dimension and Its Dependent Variable

| Variable | Dimension | Job Satisfaction (Y1) | | | | Employee Performance (Y2) | | |
|-------------------|--------------------------|-----------------------|-------|--------|--------|---------------------------|-------|--------|
| | | Y1.1 | Y1.2 | Y1.3 | Y1.4 | Y2.1 | Y2.2 | Y2.3 |
| Social Needs (X1) | Wishes are accepted | 0.049 | 0.375 | -0.202 | 0.036 | 0.175 | 0.329 | 0.066 |
| | Desire respected | 0.007 | 0.033 | 0.392 | 0.037 | 0.321 | 0.113 | 0.353 |
| | The desire to progress | 0.362 | 0.028 | 0.264 | 0.255 | 0.211 | 0.043 | -0.040 |
| | Desire for participation | 0.130 | 0.015 | -0.016 | -0.129 | 0.048 | 0.132 | -0.111 |
| Award Needs (X2) | Extrinsic Award | 0.315 | 0.146 | 0.164 | 0.435 | 0.248 | 0.499 | 0.232 |
| | Extrinsic Award | 0.545 | 0.182 | 0.267 | 0.458 | 0.190 | 0.213 | 0.148 |

| Variabel | Dimension | Employee Performance (Y2) | | |
|-----------------------|-----------------|---------------------------|--------|--------|
| | | Y2.1 | Y2.2 | Y2.3 |
| Job Satisfaction (Y1) | The work itself | 0.020 | -0.039 | 0.146 |
| | Co-workers | 0.277 | 0.272 | 0.156 |
| | Promotion | 0.035 | -0.097 | 0.067 |
| | Salary | -0.027 | 0.080 | -0.025 |

Table 4:- Matrix Correlation Results among Dependent Variable Dimensions and Its Dependent Variable

- On the social needs variable on the variable job satisfaction, the highest correlation dimension is the dimension of desire respected by promotion, amounting to 0.392.
- In the Social Needs variable on the Employee Performance variable, the highest dimension correlation is the dimension of Desire respected with cooperation ability, amounting to 0.353.
- In the Needs Award variable for the Job Satisfaction variable, the highest dimension correlation is the intrinsic Award dimension with the work itself, amounting to 0.545.
- On the Needs Award variable on the Employee Performance variable, the highest dimension correlation is the Extrinsic Award with Job Quality, which is equal to 0.499.
- On the Job Satisfaction variable on the Employee Performance variable, the highest dimension correlation is the Coworker with Amount of Work, which is equal to 0.277.

V. DISCUSSION

The results of this study indicate that Social Needs and Award Needs is a significant positive effect on Job Satisfaction and Implementation on Employee Performance. If Social Needs and Award Needs are mediated by variable Job Satisfaction, the effect becomes very significant on Employee Performance. In addition, Job Satisfaction also has a significant positive effect on Employee Performance.

➤ *Effect of Social Needs on Job Satisfaction (Hypothesis 1)*

The value of p value influences the Social Needs variable on Job satisfaction (Social Needs Kerja Job Satisfaction) is significant with a p value of 0,000, T statistics of 3,765 and original samples are positive. Because the value of the p value obtained is significant, the T statistic > 1.662 and the original sample are positive, Ho is rejected and it is concluded that Social Needs have a positive and significant effect on Job Satisfaction. vice versa.

In everyday life many people still do not really understand exactly what the true meaning of Social Needs really is. In various writings the notion of Social Needs is defined as the need for the desire to be accepted in a group or organization and able to participate. This is what needs to be considered to increase satisfaction in working by each employee as well as vice versa, according to Abwahan Maslow (2010) that one of increasing job satisfaction is to fulfill the social needs of these employees for employees of PT. TURV NORD Indonesia.

➤ *Effect of Award Needs on Job Satisfaction (Hypothesis 2)*

The value of p value influences the Needs Award variable on Job Satisfaction (Award Needs Kerja Job Satisfaction) is significant with a p value of 0,000, T statistics of 9,979 and original samples are positive. Because the value of the p value obtained is significant, the T statistic > 1.662 and the original sample are positive then Ho is rejected and it is concluded that the Need for Awards has a positive and significant effect on Job Satisfaction, the greater the Award Needs given company to employee, the higher employee job satisfaction, and vice versa.

The need for appreciation is the basic characteristic of everyone except crazy people. The award must be in accordance with the job itself either from workload or suitability of expertise according to Luthans (2008) and according to Randy Dwi and Havidz Aima (2019) The existence of the application of workloads makes employees required to issue all their potential. This is what needs to be improved on the employees of PT. TURV NORD Indonesia to increase the need for rewards in every achievement of workforce or company obligations as a sign that the company really cares about the welfare of its employees. With this method, it is expected that employees will be more motivated in their work to be able to increase the company's profitability

➤ *Effect of Social Needs on Employee Performance (Hypothesis 3)*

The value of the p value influences the Social Needs variable on Employee Performance (Social Needs Karyawan Employee Performance) is significant with a p value of 0,000 T statistics of 4,314 and the original sample is positive. Because the value of the p value obtained is significant, the T statistic > 1.662 and the original sample are positive, Ho is rejected and it is concluded that Social Needs have a positive and significant effect on Employee Performance, the more appropriate the work spirit with the employee's ability, the higher the Employee Performance, vice versa .

Social Needs are characterized by one of them according to Mangkuprawira, (2007) and based on the analysis of correlation between dimensions between Social Needs and employee performance there are indicators that have a strong influence, namely Desire to be respected. With an indication of the desire to be respected in working from employees at PT. TURV NORD Indonesia can greatly support Employee Performance in work and of course also in fulfilling the work target demands of each employee who continues to overshadow employees. The logic is how someone can work if he is not respected in the workplace where he works.

➤ *Effect of Award Needs on Employee Performance (Hypothesis 4)*

The value of p value influences the variable Competence on Productivity (Productivity Competency) with a value of p value of 0,000, T statistic at 9,581 and the original sample is positive. Because the value of the p value obtained is significant, the T statistic > 1.662 and the original sample are positive then Ho is rejected and it is concluded that the Need for Awards has a positive and significant effect on Employee Performance, the greater the Award Requirement given to the employee, the higher the Employee Performance vice versa. According to Norma Sulastris Manik (2010), Employee Performance increased, one of which was caused by the employee's Needs Award. Of course the award needs that are extrinsic and intrinsic will be one of the enhancers of good employee performance if at PT. TURV NORD Indonesia pays attention to the Award Needs of each employee, for example in understanding financial extrinsic needs, Ivancevich,

Konospaske, and Gania (2006) that are the triggers or as employees of Lverage to improve the performance of employees or company organizations.

➤ *Effect of Job Satisfaction on Employee Performance (Hypothesis 5)*

Value of p value Motivation of influence of motivation variable on productivity (Job Satisfaction Karyawan Employee Performance) is significant with p value of 0.001, T statistic of 3.246 and original sample is positive. Because the value of the p value obtained is significant, the T statistic > 1.662 and the original sample are positive, Ho is rejected and it is concluded that Job Satisfaction has a positive and significant effect on Employee Performance, the higher the Job Job Satisfaction the higher Employee Performance, and vice versa. According to Mila Badriyah (2015) job satisfaction is the attitude or feeling of employees towards pleasant or unpleasant aspects of work that are in accordance with the assessment of each worker. in the corporate environment and job satisfaction business also has different dimensions. There are also several factors such as the type of work involved, satisfaction with compensation, satisfaction with supervision, satisfaction with aspects of promotion to coworkers. This difference in aspects causes different levels of job satisfaction for everyone. This is because it relates to a person's emotional state; happy or unhappy..It is above that needs to be considered by the company to improve Employee Performance by considering the factors that influence existing job satisfaction.

➤ *Effect of Social Needs and Award Needs on Job Satisfaction (Hypothesis 6)*

The R2 value of the motivation variable is 0.711 with F count of 76.45, because the value of F count > F table (2.70) then it is concluded that the Social Needs and Needs variables simultaneously have a significant effect on Job Satisfaction variables with a simultaneous effect of 71.1%, while the remaining 28.9% of PT. factory employee job satisfaction TURV NORD Indonesia is influenced by other factors beyond Social Needs and Award Needs. The assumption is that there is a connection between the variables of Social Needs and the Needs of Award together for Job Satisfaction. Based on the results of the research stated above that each variable has a positive influence in influencing Job Satisfaction. For this reason, a temporary conclusion can be drawn that each variable, namely Social Needs and Award Needs together has a positive effect on Job Satisfaction. which will be examined further.

➤ *Effect of Social Needs, Award Needs and Job Satisfaction on Employee Performance (Hypothesis 7)*

The R square value of Productivity variable is 0.848 with F count equal to 89.00 because the value of F count > F table then it is concluded that the Social Needs variable, the Need for Award and Job Satisfaction simultaneously have a significant effect on Employee Performance variables with a simultaneous effect of 84.8% , while the remaining 15.2% Employee Performance at PT. TURV NORD Indonesia is influenced by other factors outside of Social Needs, Award Needs and Job Satisfaction.

The assumption is that there is a relationship between the variables of Social Needs, the Needs of Award and Job Satisfaction together on Employee Performance. Based on the results of the research that has been informed above, that each variable has a positive influence in influencing Employee Performance. For that reason, a temporary conclusion can be drawn that each variable, namely Social Needs, Award Needs and Job Satisfaction on Employee Performance will be examined further.

➤ *Job Satisfaction Mediates Social Needs for Employee Performance (Hypothesis 8)*

The path coefficient value is the direct influence of Social Needs on Employee Performance $2.2432 = 0.059$ <path coefficient value of the indirect influence of Social Needs on Employee Performance is 0.075, Social Needs for Productivity are mediated by the variable Job Satisfaction.

Based on the theoretical study mentioned above, it can be indicated that Job Satisfaction mediates Social Needs for Employee Performance. In this study, it is known that the direct effect of Social Needs on Employee Performance is smaller when compared to its indirect influence, relevant to the conditions in the field because employees' Social Needs are not evenly explained on the background of decreased research problems resulting in decreasing Employee Performance. Whereas for Mediation variables such as Job Satisfaction used in this study it has been proven that it indeed mediates Job Satisfaction with Employee Performance so that in this study Job Satisfaction can be suggested as a Mediation variable for future research

➤ *Job Satisfaction Mediates Award Needs for Employee Performance (Hypothesis 9)*

Path coefficient value of direct influence of Need Requirement on Employee Performance $0.4802 = 0.230$ > path coefficient value indirect influence Work Spirit towards Productivity is 0.168 hence Competence on Productivity is not mediated by Motivation variables.

Based on the theoretical study mentioned above, it can be indicated that Job Satisfaction does not mediate the Pricing Needs of Employee Performance. In this study, it is known that the direct effect of Awarding Needs on Employee Performance is greater than the indirect effect, relevant to conditions in the field because the standard Employee Employee Award Needs are not evenly distributed and the Award Needs that have not met the expectations of employees. One way to evaluate the award is given by the company so far.

VI. CONCLUSIONS

Based on the results of the research and discussion in the previous chapters, some conclusions can be stated as follows:

➤ Social Needs have a significant positive effect on Job Satisfaction, with dimensions of Desire Respected the most influential.

- Needs Award has a significant positive effect on Job Satisfaction, with the Instriksik Award dimension being the most influential.
- Social Needs have a significant positive effect on Karywan's Performance, with the Desire dimension being respected the most influential.
- Needs Award has a significant positive effect on Karywan's performance with the most influential dimensions of Extrinsic Needs.
- Job Satisfaction as a mediator in this study has a significant effect on Employee Performance.
- Social Needs and Award Needs together have a significant positive effect on Job Satisfaction.
- Social Needs, Award Needs, and job satisfaction simultaneously have a positive and significant influence on Employee Performance.
- Job Satisfaction significantly mediates Social Needs for Employee Performance.
- Job Satisfaction does not mediate the Need for Awards for Employee Performance.

RECOMMENDATIONS

Based on the results of the analysis of the discussion and some of the conclusions above, the suggestions that can be given to complete the results of this study are as follows:

❖ *For Companies*

- The results of the correlation analysis between dimensions show that the desire to be respected significantly affects Job Satisfaction by means of Promotion. In the sense that employees need to be rewarded by means of promotion for employees who are already worthy and pass the company's assessment as a form of corporate respect.
- The results of the correlation analysis between dimensions show that the existence of a desire to be respected significantly affects the ability of cooperation which means that there is respect for fellow employees to create good relationships among employees so that it affects the increase in work power teams in each division within the company. Respect each other needs to be given Motivation or Interpersonal Style Training
- The results of correlation analysis between dimensions show that the Intrinsic Award significantly affects the work itself. Considering that intrinsic rewards are seen from the achievement and completion of existing work affecting the work itself considering such a large workload when done and completed on time will cause motivation that arises in the employee and if not able due to the burden will make a lot of down or lack of enthusiasm at work. In this case the company needs to evaluate each Job description of the employee to select which one is or is not the actual job.
- The results of the correlation analysis between dimensions show that Extrinsic Awards significantly influence the Quality of Job Expectations expected. Considering that intrinsic rewards are seen from the achievement and completion of existing work by paying attention to the quality of the work results of employees. All employees, of course, basically always want to be

awarded both in the form of Non-Financial and Financial. For that the company needs to be considered in accordance with the results of the work that has been done by the employee concerned.

- The results of the correlation analysis between the dimensions of coworkers show that it significantly affects the amount of work. Companies in this case need to evaluate social relations between fellow coworkers in the company with survey methods and Family Gathering, Outing or Games to test how much a sense of togetherness of employees and employees who are less interacting or lacking togetherness.

❖ *For Further Researchers*

The hope of the authors for the next study is

- For further researchers to be able to dig deeper into the variables that affect Employee Performance.
- The significance of the influence of Job Satisfaction as a mediator on Employee Performance was found from the study. It is expected that those found in this study will be developed again opening up the possibility of other influences other than the Job Satisfaction variable on the Employee Performance variable.
- Based on the valid results that Job Satisfaction as an independent variable of Social Needs on Employee Performance and suggested Job Satisfaction is used as a motivation variable on Employee Performance for further research
- From the results that have been found in Hypothesis 9, that Job Satisfaction does not mediate the Needs Variation variable on employee Performance Variables. Therefore it is recommended that you use other variables besides Award Needs such as Competence, Enthusiasm, Training, and others.

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