

Variables Influencing Employee Performance Within PT.Tjiwi Kimia Cooperative

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Abstract:- The purpose of this study was to assess how work motivation and job satisfaction impact employees performance in the PT.Tjiwi Kimia Employee Cooperative environment. The population of this study were all employees at PT.Tjiwi Kimia Employee Cooperative which amounted to 110 employees. By using the slovin formula, involved 53 respondents as samples. The sampling technique employed was propability sampling, specifically using the simple random sampling method. The research methods used in this study were interviews and questionnaires. Data analysis using Partial Least Square (PLS) with an ordinal measuring scale through a Likert scale. The findings indicated that: (1) work motivation positively influences employee performance significantly, and (2) job satisfaction also significantly contributes to enhancing employee performance.

Keywords:- Job Satisfaction; Employee Performance; Work Motivation.

I. INTRODUCTION

Motivation and job satisfaction are key factors in achieving performance across various types of organizations. They motivate employees to optimize their efforts towards achieving organizational objectives. Job satisfaction and motivation in the workplace contribute to fostering a positive work environment that enhances performance effectiveness. Motivation is a psychological aspect that prompts individuals to pursue desired goals (Andreas, 2022). Motivation is a psychological trait that drives individuals to pursue specific goals. Previous research has outlined the scope and relate factors between work motivation and job satisfaction, aiming to enhance performance efficiency. Job satisfaction involves an individual's positive emotional response to specific work. The reactions to work stem from comparing the actual performance of the job holder with their desired performance level (Iskandar, 2018).

In the era of globalization, there is a need for human resources with a competitive advantage. To effectively and efficiently achieve company goals, it is necessary to optimize the skills and competencies of the workforce or team members through various strategic steps aimed at improving employee performance (Edison, 2018). Tjiwi Kimia Employee Cooperative located at Jalan Raya Surabaya - Mojokerto KM 44, Kramat Temenggung, Kec. Tarik, Kab.

Sidoarjo, East Java is an independent and professional cooperative. This cooperative has successfully developed a variety of businesses ranging from hospitals, minimarkets, car rentals, transportation, savings and loans, bottled drinking water distributors, tissues, pharmacies, BPR, to used goods.

Based on the results of a survey in the field, the problem that is happening at the PT.Tjiwi Kimia Employee Cooperative is that the achievement of the revenue target has decreased. This illustrates that the performance of cooperative employees has not been maximized. (Brilliantia & Swasti, 2023) explains that this decline in performance can be caused by work motivation and job satisfaction. Performance is influenced by work motivation, for this reason, implementing a good relationship between leaders, employees and work so that problems do not occur within the company. Problems that arise in companies vary, usually related to employee motivation which ultimately results in less than optimal employee performance.

Every leader should have a clear understanding of the needs of both employees and the company, enabling effective collaboration in achieving company goals. Everyone has different activities, whether they are done indoors or outdoors, depending on their needs, goals, expectations, desires, motivations. If people are motivated, they will put in the effort to create what they want and they will be happier, healthier and more willing to come to work (Bentar et al., 2017). Employees require ongoing encouragement to maintain high performance in their roles. In this scenario, motivation at work is essential.

In addition to work motivation, the problem that affects employee performance at the PT.Tjiwi Kimia Employee Cooperative is job satisfaction. From the results of interviews and data obtained at the PT.Tjiwi Kimia Employee Cooperative, it was found that the decline in the performance of cooperative employees was also influenced by the interest of PT.Tjiwi Kimia employees to become cooperative members because with the decline in the number of cooperative members, the amount of capital obtained also decreased. This causes job dissatisfaction in the performance of cooperative employees. Employee job dissatisfaction related to business profits, most of which are not distributed in the form of Sisa Hasil Usaha (SHU) but rather for capital development and affect the compensation (bonus) earned by employees.

Judging from these problems, companies must prioritize job satisfaction because employees who feel uncomfortable, undervalued, or unable to realize their full potential will inevitably struggle to maintain focus and concentration on their work. Enhanced job satisfaction generally results in better employee performance (Susanto, 2019). Organizations with highly satisfied employees tend to be more productive and efficient (Eliyana et al., 2019). Job satisfaction has a reciprocal relationship with work motivation, where a sense of job satisfaction among employees can lead to an increase in work motivation, consequently impacting the performance displayed by employees.

Based on the aforementioned issues, the aim of this study is to assess the influence of work motivation and job satisfaction on employee performance at the Employee Cooperative of PT.Tjiwi Kimia.

II. LITERATURE REVIEW

A. Work Motivation

Motivation is the internal drive that pushes a person to act towards a desired goal. In the workplace, motivation is the internal drive of individuals or groups to carry out the tasks for which they are responsible in order to achieve set goals (Saryanto, 2021). Work motivation is the fundamental force that prompts an individual to initiate and sustain their actions toward achieving goals (Susanti, 2020). Work motivation is a factor that encourages a person to engage in specific activities; hence, it is often defined as a driving force behind a person's behavior (Sutrisno, 2019). Each activity undertaken by an individual must be motivated by factors that ignite the enthusiasm of subordinates, compelling them to exert their utmost abilities and skills to achieve organizational goals. Work motivation is an innate longing that arises from within an individual, propelling them to engage in activities with enthusiasm, enjoyment, and dedication all directed towards achieving positive and excellent results (Afandi, 2018). Indicators of work motivation include: 1) Merit pay; 2) Working Conditions; 3) Facilities; 4) Achievement; 5) Recognition / Reward; 6) The nature of the work itself (Afandi, 2018).

B. Job Satisfaction

Job satisfaction is a positive attitude of the workforce encompassing feelings and behaviors towards an activity or job. It involves assessing a job as a source of appreciation in achieving one of the important values of work (Afandi, 2018). According to Safrizal, satisfaction is a feeling within employees that can affect or not affect their work (Safrizal, 2023). Job satisfaction is a positive emotional state that is the result of an evaluation of one's experience (Tumbelaka et al., 2016). Job satisfaction encompasses a person's perspective and attitude, both positive and negative, toward their activities or work (Haris et al., 2023). Indicators of job satisfaction include: 1) The nature of the work itself; 2) Wages/salaries; 3) Promotion opportunities; 4) Supervisor; 5) Coworkers (Afandi, 2018).

C. Employee Performance

Performance refers to the outcomes of various individual decisions continuously made by management. Typically, performance is defined as an individual's success in carrying out tasks or responsibilities assigned to them (Indrasari, 2017). Employee performance represents the quality and quantity of work achieved by an individual in fulfilling their duties in alignment with their assigned responsibilities (Ma'ruf & Ummul, 2020). Employee performance refers to the actual behaviors exhibited by each employee in accomplishing work tasks aligned with their role within the company (Nurjaya, 2021). Employee performance represents the results of work achieved by individuals or groups within a company, within the scope of their respective roles and responsibilities, aimed at fulfilling organizational objectives, in compliance with legal and ethical standards (Afandi, 2018). Indicators of employee performance include: 1) Quality; 2) Quantity; 3) Efficiency; 4) Work discipline; 5) Initiative; 6) Thoroughness; 7) Leadership; 8) Honesty; 9) Creativity (Afandi, 2018).

➤ Relationship Between Variables

• The Effect of Work Motivation on Employee Performance

Employee motivation is directly related to achieving optimal performance. Motivational factors such as goals, needs, recognition and social status influence how employees perform their duties (Saryanto, 2021). Employees are an important part of the company's journey, it is related to employee performance (Fachrezi & Khair, 2020). If employees have very strong work motivation, the results will also be very good. The results of other research that higher levels of work motivation from colleagues and company leaders positively and significantly impact employee performance, leading to increased productivity (Sherlie & Hikmah, 2020). Other research shows that work motivation has a positive and significant effect on employee performance (Ma'ruf & Ummul, 2020).

• The Effect of Job Satisfaction on Employee Performance

According to the opinions of several experts and previous research, a correlation has been established between job satisfaction and employee performance. Job satisfaction refers to an employee's outlook towards work, covering aspects such as work conditions, teamwork, workplace rewards, and factors impacting physical and psychological well being (Sutrisno, 2019). Other research have demonstrated that job satisfaction significantly and positively influences employee performance (Prasetyo & Marlina, 2019). Other research states that job satisfaction has a positive influence on employee performance (Arnaldo & Andani, 2021). This shows that the higher the level of job satisfaction that employees have, the higher the level of employee performance.

III. RESEARCH METHOD

This research method uses quantitative methods. The population in this study were all employees at the Employee Cooperative of PT.Tjiwi Kimia as many as 110 employees. This study uses the Slovin formula in determining the sample size. The number of samples used in this study were 53 respondents. This study also employed probability sampling techniques utilizing the simple random sampling method. Measurement of variables in this study utilized an ordinal measuring scale through a Likert scale with a data scale ranging from numbers 1 to 5. Data collection techniques were determined through interviews and questionnaires by distributing questionnaires containing statements or questions directly to respondents. Data analysis techniques in this study with Partial Least Square (PLS). In the instrument analysis test, alongside validity and reliability tests, the outer model measurement was employed, and the inner model measurement was utilized along with the R-square, F-square, and direct effect tests.

IV. RESULTS AND DISCUSSION

A. Results

Based on the questionnaire distributed by the researcher, data on the characteristics of respondents in this study were obtained consisting of gender, age, education, and tenure / length of service. The results state that of the 53 respondents, it is dominated by employees who have an age between 20-35 years, namely 28, there are 28 employees also with a percentage of 53% are male respondents, there are employees with high school / vocational / equivalent graduates, namely 26 employees with a percentage of 49%, and respondents the number of employees with a tenure / length of service of 1-3 years is still high, namely 23 employees with a percentage of 43%.

Reliability and validity tests are used for instrument testing. the purpose is to test the instrument in the research. Before conducting a test, research was first conducted on the object of research, namely employees at the employee cooperative of PT.Tjiwi Kimia.

Table 1 Outer Loadings (Mean, STDEV, T-Values)

	Factor Loading (O)	Sample Mean (M)	Standard Deviation (Stdev)	Standard Error (Sterr)	T Statistics (O/Sterr)
X1.1 <- Work Motivation (X1)	0,898404	0,895064	0,025347	0,025347	35,444654
X1.2 <- Work Motivation (X1)	0,693298	0,661414	0,145108	0,145108	4,777796
X1.3 <- Work Motivation (X1)	0,771453	0,767814	0,061716	0,061716	12,500012
X2.1 <- Job Satisfaction (X2)	0,600871	0,594476	0,086625	0,086625	6,936454
X2.2 <- Job Satisfaction (X2)	0,879332	0,871210	0,043639	0,043639	20,150280
X2.3 <- Job Satisfaction (X2)	0,805239	0,794771	0,057981	0,057981	13,887941
Y1 <- Employee Performance (Y)	0,909252	0,905240	0,030445	0,030445	29,865461
Y2 <- Employee Performance (Y)	0,908577	0,896209	0,047083	0,047083	19,297538
Y3 <- Employee Performance (Y)	0,882561	0,873321	0,045232	0,045232	19,511865

Source: Data processed

Based on the outer loading values presented in Table 1, it is evident that the factor loading of the first indicator statement for the work motivation variable is 0,898404, the second indicator is 0,693298, and the third indicator statement is 0,771453. The factor loading values for the work motivation variable exceed 0,50 and are statistically significant (T-Statistic value exceeding the critical Z value of $\alpha = 0,05$ (5%) = 1,96), indicating that the estimation result of all indicators on the work motivation variable meet the criteria of Convergent Validity or Demonstrate Strong Validity.

For the job satisfaction variable, the first indicator obtained a factor loading value of 0,600871, the second indicator 0,879332 and the third indicator 0,805239. This demonstrates that all indicators of factor loading values on the job satisfaction variable are significant, exceeding 0,50. Consequently, the estimation results of all indicators on the job satisfaction variable meet the criteria Convergent validity or demonstrate good validity.

The dependent variable, performance, displays factor loading values of 0,909252 for the first indicator, 0,908577 for the second indicator, and a significant factor loading value for the third indicator. The factor loading values for the performance variable exceed 0,50 and are statistically significant (with a T-Statistic value surpassing the Z value $\alpha = 0,05$ (5%) = 1,96), indicating that all indicators on the performance variable meet the criteria for Convergent Validity or Demonstrate Strong Validity.

All reflective indicators on Work Motivation (X1), Job Satisfaction (X2), and Employee Performance (Y) variables exhibit factor loading values (original sample) greater than 0,50 and are statistically significant (T-Statistic value exceeding the Z value $\alpha = 0,05$ (5%) = 1,96). Therefore, all indicators meet the criteria for Convergent Validity or Demonstrate Strong Validity.

Table 2 Average Variance Extracted (AVE)

Variable	AVE
Job Satisfaction (X2)	0,594227
Employee Performance (Y)	0,810389
Work Motivation (X1)	0,627644

Source: Data processed

The AVE test outcomes indicated strong validity for the Work Motivation variable (X1) at 0.0627644, Job Satisfaction variable (X2) at 0.594227, and Employee Performance (Y) at 0.810389. All variables surpassed the threshold of 0.5, affirming their robust validity within this study.

Table 3 Composite Reliability

Variable	Composite Reliability
Job Satisfaction (X2)	0,810992
Employee Performance (Y)	0,927638
Work Motivation (X1)	0,833312

Source: Data processed

The outcomes of Composite Reliability assessment reveal that the Work Motivation variable (X1) stands at 0.833312, Job Satisfaction variable (X2) at 0.810992, and Employee Performance (Y) at 0.927638. Each variable demonstrates a Composite Reliability value surpassing 0.7p, signifying their reliability within this study.

The figure below shows the factor loading factor values of exogenous variables on endogenous variables (employee performance) for hypothesis testing in this research.

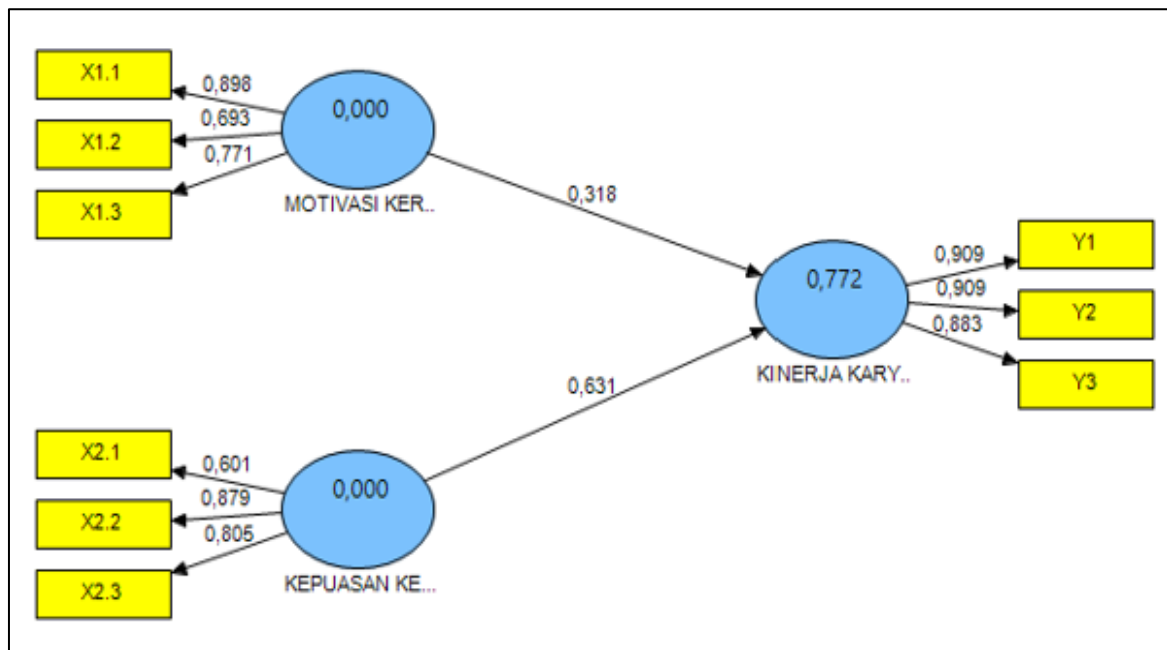


Fig 1 Outer Model Dengan Factor Loading, Path Coefficient, Dan R-Square

Source: Data processed

Based on the PLS output image provided, it can see the factor loading values for each indikator indicated above the arrow connecting the variable and the indikator. Similarly, the path coefficients above the arrow line linking the exogeneous variables to the endogenous variables can be observed. Additionally, the R-Square values are displayed within the circle representing the endogeneous variable (Employee Performance Variable).

The R-squared value is 0,771597. This indicates that the model is capable of explaining 77,29% of the variance in Employee Performance, which is influenced by independent variables including Work Motivation and Job Satisfaction. The remaining 22,71% is presumably explained by other variables outside the scope of this study (i.e., variables other than Work Motivation and Job Satisfaction).

Table 4 R-Square

Variable	R Square
Job Satisfaction (X2)	
Employee Performance (Y)	0,771597
Work Motivation (X1)	

Source: Data processed

Table 5 Path Coefficients (Mean, STDEV, T-Values, P-Values)

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P Values
WORK MOTIVATION (X1) -> EMPLOYEE PERFORMANCE (Y)	0,317859	0,321661	0,090189	3,524355	0,001
JOB SATISFACTION (X2) -> EMPLOYEE PERFORMANCE (Y)	0,630813	0,623293	0,067854	9,296648	0,000

Source: Data processed

From the table above, it can be concluded that:

Hypothesis 1: The proposition that work motivation positively influences Employee Performance at PT Tjiwi Kimia Employee Cooperative is supported, with a path coefficient of 0.1317859 and a T-statistic value of 3.524355, exceeding the critical value of 1.96 (from the $Z\alpha = 0.05$ table) or a P-Value of 0.001, indicating significance and yielding positive outcomes.

Hypothesis 2: The hypothesis that job satisfaction positively impacts employee performance at PT Tjiwi Kimia Employee Cooperative is upheld, evidenced by a path coefficient of 0.630813 and a T-statistic value of 9.296648, surpassing the critical value of 1.96 (from the $Z\alpha = 0.05$ table) or a P-Value of 0.000, indicating significance and yielding positive outcomes.

B. Discussion

➤ *Effect of Work Motivation on Employee Performance*

Based on the results of the research conducted, it is evident that work motivation impacts employee performance at the PT Tjiwi Kimia Employee Cooperative. It is elucidated that the higher the work motivation of employees, the better the resulting performance. This is evident through achievement, recognition/appreciation, and the nature of the work possessed by employees. An employee with commendable achievements is inclined to perform well, as they are motivated to promptly complete tasks in accordance with the company's regulations, thereby averting internal issues within the company. Consequently, it can be inferred that achievement holds a higher value of 0,898 compared to recognition/appreciation and the nature of the work itself in motivating employees to enhance their performance.

David McClelland's theory of motivation posits that an individual's productivity is influenced by what is termed as a "mental virus" within them. This mental virus represents a psychological state that drives a person to strive for maximum achievement. It comprises three groups of needs; the need for achievement, the need for affiliation, and the need for power. Drawing from these perspectives, it can be inferred that motivation is a state that propels an individual's to take action and exert efforts towards specific

goals. Consequently, an individual's level of work motivation will impact the extent of their achievements (Saryanto, 2021). The level of work motivation provided is highly effective in enhancing employee performance. The higher the level of motivation provided, the more it can inspire employees to enhance their performance. Performance in carrying out duties is not isolated, but is closely linked to work capacity and drive. Individual work motivation relies on attitude as the primary source of motivation and the environment that influences it. Hence, efforts to enhance individual performance can be made by boosting their work capacity and motivation (Agus Setiono, 2020).

This study has similar results to research showing that work motivation has a positive and significant effect on employee performance (Manikottama et al., 2019). Other research explains that the higher the work motivation, the higher the employee performance. Vice versa, because it is said that if work motivation decreases just a little, it will not only affect performance but also the progress of the company (Astuti et al., 2021). Therefore, it can be claimed that this research supports previous research. Work motivation can help employees in improving performance.

➤ *Effect of Job Satisfaction on Employee Performance*

Based on the results of the conducted research, it is evident that job satisfaction significantly impact employee performance at the PT.Tjiwi Kimia Employee Cooperative. It is elucidated that higher job satisfaction among employees leads to better employee performance. This improvement is observed in promotions, salary/wages, and relationships with coworkers. When an employee is promoted to a higher position due to good performance, it indicates that the company values employee job satisfaction. Consequently, it can be inferred that promotion holds a higher value of 0,879 compared to salary/wages and relationships with coworkers in motivating employees to enhance their performance.

The job satisfaction theory proposed by Quarstein posits that job satisfaction is influenced by two main factors: situational characteristics and situational events. Situational characteristics encompass aspects such as salary, level of supervision, working conditions, promotion opportunities, and company policies, which employees consider before accepting a job. On the other hand, situational events refer to occurrences that transpire after the employee commences the job, including positive events like

additional vacation time or negative events like conflicts with colleagues (Roslina Alam, 2022). The more satisfied employees are at work, the more they will improve their performance. Consequently, enhanced employee performance can lead to employees being promoted by the company.

This study yields similar results to previous research indicating that job satisfaction has a positively influences employee performance, which can be accepted (Mohamad & Nawawi, 2020)(Partika et al., 2020). The results of other studies also indicate that job satisfaction has a positive and significant impact on employee performance. If a sense of comfort is not fully established, the quality of work produced will be diminished (Lestari & Afifah, 2021). These findings align with research that concludes that job satisfaction significantly influences employee performance. When companies adequately provide job satisfaction, employee performance improves (Desi, 2018).

V. CONCLUSION

Based on the test results, it is concluded that work motivation can improve employee performance. Employees who have good work performance will do a good job, because they are motivated to get their work done immediately. Job satisfaction can also provide an increase in employee performance. This increase can occur with the promotions obtained by employees. An employee will feel job satisfaction if given a higher promotion. There are suggestions from researchers, namely that companies are expected to pay more attention to employees' needs for appreciation for the work achievements that have been given by employees. Companies are also expected to give promotions to employees who excel. This is done so that employees feel motivated and have a sense of satisfaction in completing their work.

VI. LIMITATION AND IMPLICATION

The limitation in this study is that the research only applies to the PT.Tjiwi Kimia Employee Cooperative, so it cannot be generalized to different situations or research locations. The measurement of work motivation, employee performance, and job satisfaction is often subjective because it can be influenced by the views or perceptions of different individuals, because of this subjective nature, the interpretation of the results and the ability to generalize the findings are limited.

The implication of this research is to build a work culture that pays attention to rewarding employee performance and encouraging healthy competition among employees, so that employees feel valued and encouraged to achieve better results, employees tend to work with more effort and focus. This in turn will contribute to improving the overall performance of the organization.

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