

# The Influence of Work Motivation on Job Satisfaction and Employee Performance: Case Study at the East Timor Coffee Institute in Ermera, East Timor

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## ABSTRACT

This research was conducted to determine the effect of work motivation on employee performance, the Effect of work motivation on Job Satisfaction and the Effect of Job Satisfaction on Employee Performance. The population in this study were 75 employees at East Timor Coffee Institute (ETCI), all working on the ETCI campus and consisting of 52 lecturers and 23 employees, with the determination of the sample taking all of the employees currently working at ETCI. This study uses quantitative data with data collection methods using questionnaires. This method is supported by non-participant observation. This study uses an approach variance based or component based by using analysis tools Partial Least Square (PLS). The results showed that 1) work motivation has a significant positive effect on employee performance 2) work motivation has a significant positive effect on job satisfaction and 3) job satisfaction has no significant positive effect on employee performance.

**Keywords:** work motivation, job satisfaction, employee performance

## I. INTRODUCTION

In the era of globalization, competition between private companies is getting tougher, therefore companies are required to work more efficiently and effectively. Intense competition causes companies to be able to increase competitiveness in order to maintain the survival of the company. One of the important efforts to maintain the company's survival is the provision of decent conditions for employees. The cause of the decline in employee performance in the organization is due to a mismatch between the level of ability possessed by employees and the development of needs and dynamics faced by an increasingly competitive world of work. Good organizational performance for achieving success is influenced by factors such as leadership, organizational culture, compensation, employee motivation, work climate, employee satisfaction and so on.

One effort to improve employee performance and employee satisfaction that needs to be considered by the company is employee motivation. Performance is a very important and interesting part because the benefits are proven to be very important. Therefore, efforts to improve employee performance are the most serious management challenge because success in achieving company goals and survival depends on the quality of the performance of the resources in it (Syamsuddinor, 2014).

States that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2000). Employee performance is a very crucial thing that needs attention from the company. Every employee is required to make a positive contribution through good performance, considering that the performance of an organization or a company depends on the performance of its employees. Employee performance can be influenced by several factors, one of which is work motivation. Motivation is a conscious effort to influence one's behavior in order to lead to the achievement of predetermined organizational goals. Motivation becomes very important in achieving job satisfaction and employee performance.

Motivation has an impact on a person or individual to involve themselves in activities and work that lead to the goal of the success of a business. (Samsudin, 2010) argues that motivation is a process of influencing or pushing from the outside towards a person or work group so that they want to carry out something that has been determined. Employees have a strong desire that arises as a result of an inner urge to be involved and participate in the organization by doing all the tasks and work assigned and continuously the employee continues to dedicate himself through all tasks and work voluntarily because of the comfort and pleasure that is realized by motivation. the strong one.

Work motivation is very important if you want every employee with high work motivation to tend to have high enthusiasm in carrying out the assigned tasks. Without work motivation an employee cannot fulfill his duties according to standards or even exceed work standards (Budianto et al, 2017). In simple terms motivation can also be formulated as a condition that encourages a person to do a job or activity as much as possible. Research conducted by Rizaldi (2017), testing the effect of motivation on employee performance to obtain the results of work motivation having a positive effect on employee performance. Supported by research put forward by (Augusta & Sutanto, 2013) regarding the effect of motivation on employee motivation where the results of his research work motivation have a positive and significant effect on employee performance. Where motivation the higher the work, will significantly increase employee performance.

In addition to work motivation, another factor that influences performance is employee job satisfaction. According to (Robbins, 2012) job satisfaction identified with things that are individual. Therefore, the level of satisfaction for each person is different, and this happens when several factors are affected, namely individual needs and their relation to the degree of liking and disliking of workers. Job satisfaction is a driving factor for increasing employee performance which in turn contributes to improving company performance (Gorda, 2004). Blum, (As'ad 1998), states that job satisfaction is the result of various kinds of attitudes related to work and special

factors such as wages, supervision, job stability, work security, opportunities for advancement, fair work evaluation, social relations in the work and treatment of superiors. Mathis and Jackson (2001), suggested job satisfaction are a positive emotional state from evaluating one's work experience.

East Timor Coffee Academy (ETICA), is a Higher Education Institution at the district level, which was founded by Community Shops and Intellectuals in the Ermera district in 2003 under the name East Timor Coffee Academy (ETICA) and raised its level to the East Timor Coffee Institute (East Timor Coffee Institute). ETCI) under the auspices or umbrella of LAHER (Letefoho, Atsabe, Hatolia, Ermera and Railaco) and is recognized for its legality by the Ministry of Education with no 95 dated 18 September 2012, with 3 faculties namely the faculty of agriculture with the departments of agricultural engineering, agribusiness and Easter harvest. Faculty of Forestry with departments of forestry engineering, Agronomy and Agribusiness. School of economics with an accounting department and a general management department.

Based on the author's observations, some information was provided by the lecturers (both lecturers who were still active and lecturers who had quit/left ETCI). ETCI regarding the problems faced by ETCI in the last 5 years are as follows: 1). The Management and Control and Monitoring System has not been maximized, 2). There is no commitment from the Management itself regarding matters of Motivation towards Employees at ETCI, 3). The TOP leadership has 2 functions apart from being the Chancellor of ETCI as well as a Permanent Lecturer at the National University of Timor Lorosae, 4). Lecturers have tried their best to carry out their duties and responsibilities, but management is always late in responding to all the efforts made by employees, 5). There are no other bonuses/incentives which can motivate employees in carrying out their duties and 6). The salary received by employees is not in accordance with their duties and responsibilities. In addition, the students who are still active and also the ETCI alumni themselves are very concerned about the teaching process at ETCI, especially in the last 3 years, because: 1). The interest of prospective new students who want to enter ETCI is very minimal, 2). School fees are still expensive at ETCI, 3). Lots of assistance from various parties both from outside both National and International, but there is no significant progress shown by the Management at the ETCI Institution. The objectives of this research are:

1. Analyzing the effect of work motivation on the performance of East Timor Coffee Institute (ETCI) employees.
2. Analyzing the influence of work motivation on job satisfaction of East Timor Coffee Institute (ETCI) employees.
3. Analyzing the effect of job satisfaction on the performance of East Timor Coffee Institute (ETCI) employees.

## II. LITERATURE REVIEW

### A. Work Motivation

Motivation is formed from the attitude of employees in dealing with work situations in the organization. Motivation is a condition or energy that drives employees who are directed or directed to achieve organizational goals. The positive mental attitude of employees towards work situations strengthens their work motivation to achieve maximum performance. (Hasibuan, 2012) motivation is a stimulated need that is oriented towards individual goals in achieving satisfaction and motivation as a condition that moves people towards a certain goal. (Hariandja, 2006) describes motivation as a factor that directs and encourages behavior or a person's desire to carry out an activity expressed in the form of hard or weak effort.

Suggests that motivation is defined as a tendency to act, starting from an inner urge (*drive*) and ends with adaptation. Adjustment is said to satisfy motivation (Mangkunegara, 2015). Motivation comes from the basic word motive, which means a stimulant of desire and the driving force of one's will to work.

According to (Hasibuan, 2005) the goals and benefits of motivation in general include: 1). Increase employee morale and job satisfaction, 2). Improving employee performance, 3). Maintaining the stability of the company's employees, 4). Improving employee discipline, 5). Increase the procurement of employees, 6). Creating an atmosphere and good working relationships, 7). Increase loyalty, creativity, and employee participation, 8). Increase the level of employee welfare, and 9). Increasing employees' sense of responsibility towards their duties.

### B. Job Satisfaction

Job satisfaction according to (Handoko, 2001) is a pleasant or unpleasant emotional state with which employees perceive their work (Riana et al. 2018). Job satisfaction is important for both employees and the organization, especially because it can create positive conditions for the work environment within the organization (Prabandewi & Indrawati, 2016)). According to (Luthans, 2006) job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's work or experience. Job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important/attitude defined by (Robbins S. P. & Judge, 2007) as evaluative statements, both favorable to objects, individuals or events. It reflects how a person feels about something.

According to (Kuswadi, 2004) the objectives of employee satisfaction are: 1). Identify overall employee satisfaction, including its relation to the level of priority order. The priorities in question can differ between employees from various fields within the same organization and between one comparison and another organization, 2). Knowing each employee's perception of the company to how close the perception is in line with their expectations and how it compares with other employees, 3). Knowing the attributes included in the critical category that significantly influence employee satisfaction. Thus, the overall satisfaction of employees can be

monitored and improved in the future and 4). If possible, the company can compare it with the index of a rival company or other companies.

Factors that influence job satisfaction namely, 1). Remuneration that is fair and proper, 2). Proper placement according to expertise, 3). Light weight of work, 4). Atmosphere and work environment, 5). Equipment that supports work, 6). The attitude of the leader in his leadership and 7). The nature of watching work or not (Hasibuan, 2001).

### **C. Work Performance**

Performance can be defined as the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him (Mangkunegara (2001:67). The level of employee performance is closely related to the reward system implemented by the institution/organization where they work. Improper awarding can affect one's performance improvement. The performance goals put forward by (Basri & Rivai, 2005) are: 1). Proficiency from new task abilities is intended to improve the performance results of its activities, 2). Proficiency from new knowledge which will help employees with solving complex problems over activities making decisions on assignments, 3). Proficiency or improvement in attitudes towards co-workers with one performance activity, 4). Performance improvement activity targets, 5). Improvements in quality or production and 6). Repair in time or delivery.

According to Mangkunegara (2000) states that the factors that affect performance include: (1) Psychological ability factors consist of potential abilities (*IQ*) and reality abilities (education). Therefore, employees need to be placed in jobs that match their expertise; and (2) The motivational factor is formed from the attitude (*attitude*) an employee in dealing with work situations. Motivation is a condition that drives employees to achieve work goals. Mental attitude is a mental condition that encourages a person to try to achieve maximum work potential.

## **III. CONCEPTUAL FRAMEWORK AND HYPOTESIS**

Employee performance is the main topic in this research. To achieve the vision and mission of a company, employee performance is a very important factor and is a very crucial thing that needs attention. Employee performance reflects the success of a company. In the process of achieving employee performance, of course, it is very dependent on or influenced by the motivation given by the company to its employees. Where providing motivation to employees will have a real impact on the performance of an employee, and the higher the motivation of an employee given by the company, the performance produced by an employee will be higher.

Based on the description above, the conceptual framework in this study is as follows:

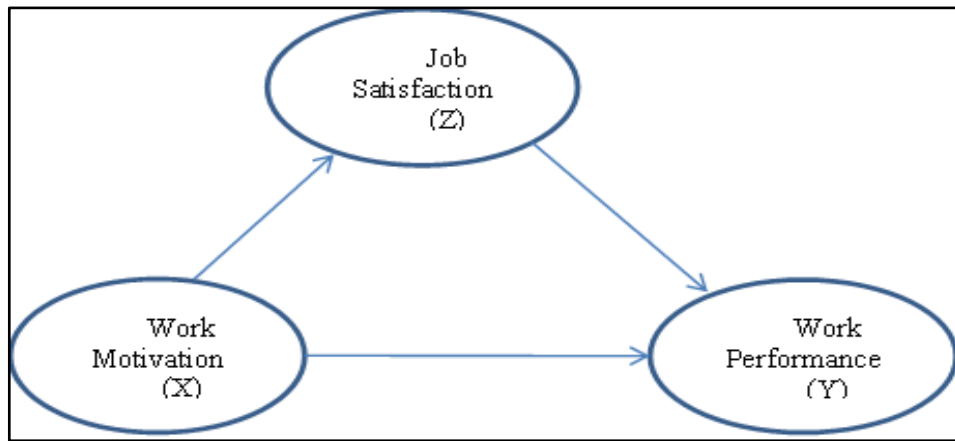


Figure 1. Conceptual Framework

#### IV. RESEARCH METHODS

The method used in this study is associative research with the aim of analyzing data regarding the relationship between the variables that influence work motivation on job satisfaction and employee performance. This research was conducted at the East Timor Coffee Institute (ETCI). The population in this study were all employees of the East Timor Coffee Institute (ETCI), totaling 75 people working at the ETCI Institute, Gleno/Ermera and the authors used a saturated sampling technique so that all members of the population were sampled. Analysis of the data used in this study using an approach variance based or component based with Partial least Square (PLS). In the PLS structural model, the relationship between latent variables is called Inner model, while the measurement model (reflexive and formative) is called outer model. The PLS method is used with consideration because the sample size is not too large where the sample members are the same as the population members.

#### V. RESULT AND DISCUSSION

##### A. Structural Model Evaluation (Inner Model)

Structural models (Inner Model) define the relationship between latent constructs by looking at the results of parameter estimation coefficients and their level of significance (Ghozali, 2011). Inner model can be measured by counting R-square for the dependent construct, the t-test and the significance of the structural path parameter coefficients.

There are three categories in the value grouping R-square. If value R-square that 0.75 is included in the strong category; for value R-square 0.50 is in the moderate category and 0.25 is in the weak category (Hair et al, 2010). The R-square value from the dependent variable obtained in this research model can be seen in the following table:

Table 1. R-Square Value

Model Structural	Variabel	R – Square	Model Predictor
1	Jobs Satisfaction (Z)	0.696	Moderate
2	Work Performance (Y)	0.468	Moderate

After calculating through Smart - PLS, it is known that the variable job satisfaction has an R - Square value of 0.696. This means that the variance ability that can be explained by the variable of work motivation on job satisfaction is 69.6% while the remaining 30.4% is explained by error and other variables not discussed in this research model. Meanwhile, the work performance variable has a valuer-square of 0.468 after calculating through Smart PLS, this can be interpreted that the variance ability that can be explained by the variables of work motivation and job satisfaction on work performance variables is 46.8% while the remaining 53.2% is explained by error and other variables not discussed in this research model.

**B. Hypothesis Result**

The results of testing the hypothesis in this study can be seen in the image below:

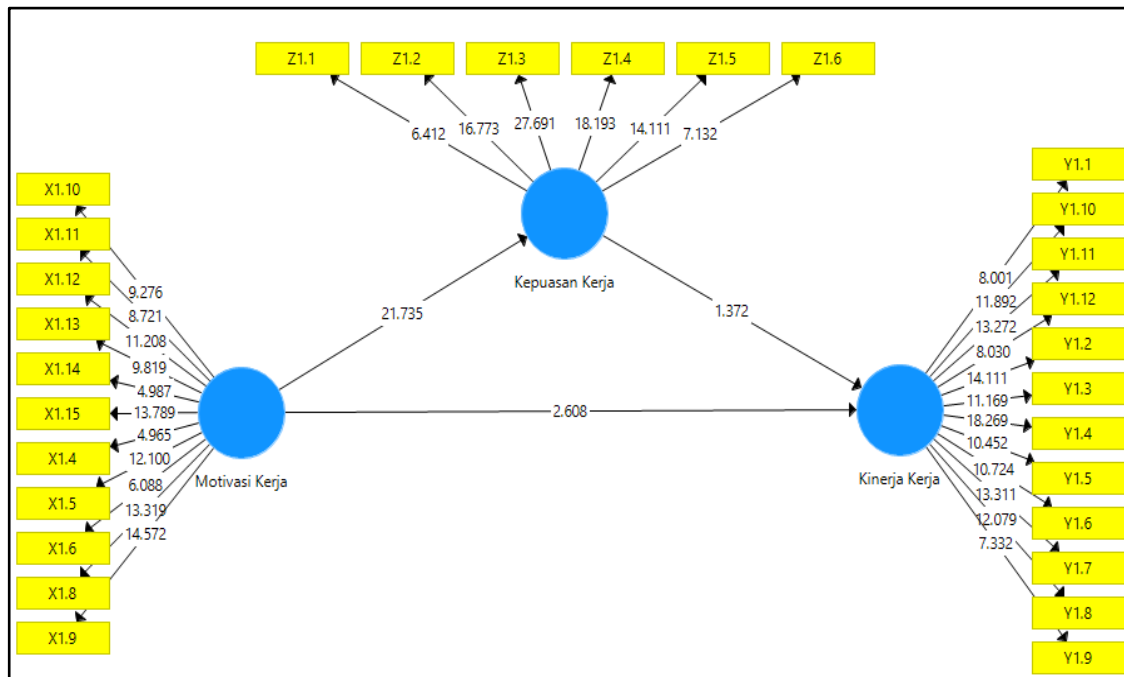


Figure 2. Structural Model

## **VI. DISCUSSION**

### **A. Work Motivation on Work Performance**

Based on the results of the study indicate that work motivation has a significant effect on work performance. The results of this study indicate that the better the work motivation possessed by an employee, the higher the work performance, conversely if the work motivation decreases, it will also have an impact on work performance.

The work motivation indicator at X<sub>9</sub> (Employees do this work because this type of work is chosen to achieve certain goals) has a high outer loading value of 0.798, this is related to work performance indicator Y (able to provide creative solutions to future work) which has an outer loading value of 0.849. This shows that employees have a high concern to always be serious in working according to their interests and areas they are mastered so that employees are more active and able to achieve the targets set by Higher Education in the future.

The results of this study are in line with research conducted by Setiawan (2015) and Rizaldi (2017), who found that work motivation has a positive effect on employee performance. The results of research (Lusri & Siagian, 2017) also say that work motivation has a positive effect on employee performance.

### **B. Work Motivation on Job Satisfaction**

Based on the results of data analysis it is known that work motivation significantly influences job satisfaction. This means that the better the motivation given to employees, the employee's job satisfaction will increase. This means that if employee motivation improves, employee job satisfaction will also improve. The research results are supported by the results of the tabulation of the frequency distribution of respondents' answers, in which the majority of respondents answered strongly agree and agree on all questions related to motivation. So thus, it can be stated that motivation is one of the factors that influence job satisfaction at ETCI College.

The highest outer loading value for the work motivation indicator is X<sub>9</sub> which is equal to 0.798. The statement in X<sub>9</sub> is "employees do this work because this type of work is chosen to achieve certain goals", this is in line with the highest outer loading value on the job satisfaction indicator in Z<sub>4</sub> of 0.820 which reads "I feel comfortable with the supervision of my boss and always provide support, technical assistance and motivation". Employees who have high work motivation will try to always do a job under the supervision of the leadership to achieve certain goals in the future.

Empirically, the results of this study support research conducted by Riana (2019) where the results of his research show that motivation intrinsic plays an important role in increasing employee job satisfaction. Nining (2017) states that motivation has a positive and significant effect on job satisfaction and (Lusri & Siagian, 2017) work motivation has a positive effect on employee job satisfaction.

### **C. Job Satisfaction on Work Performance**

From the results of data processing, it is known that job satisfaction has no significant effect on performance, because the t-statistic value is  $1.372 <$  from the t-table value of 1.96 at a significant level of 0.05. The results of this study indicate that the employee's job satisfaction at the East Timor Coffee Institute (ETCI) College has not been maximized so that it does not have an impact on increasing employee work performance. Because based on the questionnaire that was distributed by the researcher to the respondents there were still those who gave neutral statements or disagreed with the variable of job satisfaction. This shows that the job satisfaction shown is still unsatisfactory at ETCI College. So thus, it can be stated that job satisfaction is not one of the factors that influence employee performance at ETCI College.

Empirically, the results of this study do not support the research conducted by Marliani (2016) whose research results indicate that there is a significant positive effect between job satisfaction variables on employee performance. Saputra et al (2016) job satisfaction has a positive effect on employee performance.

## **VII. CONCLUSION AND RECOMMENDATION**

### **A. Conclusion**

Based on the results of the analysis and discussion of research conducted at the East Timor Coffee Institute (ETCI) College, several conclusions can be drawn as follows:

1. The results showed that work motivation has a significant effect on work performance at ETCI, Ermera. This means that the better work motivation possessed by an employee, the work performance will increase.
2. The results of the study show that work motivation has a significant effect on job satisfaction at ETCI, Ermera. This means that the better the motivation given to employees, the more the employee's job satisfaction will increase.
3. The results showed that job satisfaction did not significantly influence the work performance of employees at ETCI, Ermera. This means that the employee's job satisfaction at the East Timor Coffee Institute (ETCI) College has not been maximized so that it does not have an impact on improving employee work performance.

### **B. Suggestion**

Based on the conclusions obtained in this study, suggestions are proposed as a complement to the research results that can be given to agencies and further research, namely as follows:

1. The East Timor Coffee Institute (ETCI) College needs to increase work motivation because based on existing data employees are not too motivated to work. Satisfaction with salary can be one of the influencing factors, so it can be considered to increase salaries for employees.

2. It is expected that higher education leaders can increase employee job satisfaction by providing additional bonuses to their employees as a form of appreciation from the leadership for employees in order to improve the performance of their employees.
3. It is hoped that further research can add and develop other variables apart from the variables used in this study which are thought to affect employee performance, such as salary, work discipline, work climate and others.

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