

Improving The Organizational Performance Through Work Motivation, Satisfaction and Productivity

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ABSTRACT

The theme of this research is organizational performance: job motivation, job satisfaction and productivity. A sample of 64 employees uses random sampling to collect data. This study uses questionnaires to collect data and provides direct questionnaires to respondents. The data analysis technology in this study uses SmartPLS 3 analysis tools for path analysis. The results show that there is a positive correlation between job satisfaction and organizational performance, and there is also a positive correlation between job satisfaction and productivity. Path analysis found that motivation and job satisfaction had no effect on organizational performance. Therefore, it can be concluded that productivity is not an intervention variable between job satisfaction motivation.

ABSTRAK

Tema penelitian ini adalah kinerja organisasi: motivasi kerja, kepuasan kerja dan produktifitas. Sampel sebanyak 64 karyawan dengan metode pengumpulan data menggunakan metode sampel yang bersifat acak/random. Penelitian ini menggunakan kuesioner untuk mengumpulkan data dan memberikan kuesioner langsung kepada responden. Teknik analisis data dalam penelitian ini menggunakan analisis jalur dengan alat analisis SmartPLS 3. Hasil penelitian menunjukkan bahwa kepuasan kerja memiliki hubungan yang positif dengan kinerja organisasi, dan antara kepuasan kerja dengan produktivitas juga memiliki hubungan yang positif. Analisis jalur menemukan bahwa motivasi dan kepuasan kerja tidak berpengaruh terhadap kinerja organisasi. Oleh karena itu, dapat disimpulkan bahwa produktivitas bukan merupakan variabel intervensi antara motivasi kepuasan kerja.

INTRODUCTION

The potential of human resources in an organization is very important and is also a determining factor for a business to achieve its goals. Increasing material profits is not the main goal of non-profit public organizations such as BPJS Health, but the entire mission of the organization can be carried out for the greatest public interest, in this case guaranteeing medical expenses for all Indonesian people.

Performance is known as an expression of the productive capacity of something based on attitudes, knowledge, motivation and skills (Kusuma, 2017). Improved performance must be accompanied by increased motivation and employee satisfaction to produce better results (Kusuma, 2018). The problem is how to develop effective and efficient human capital to achieve business goals. Employee motivation, as shown by (Jae, 2000); (Ningrum, 2013), is very effective in increasing organizational commitment and employee performance. And motivation is a state of mind that drives action and provides power that results in the achievement of needs, satisfaction, or the reduction of discontinuity (Martoyo, 2000). Additionally, job satisfaction is considered a determining factor of motivation and organizational performance in the study by (Ostroff, 1992) ; (Hidayat & Tjahjono, 2015). This assumption is based on organizational theorists' work, which indicates that satisfied, committed, and motivated and adjusted employees are better equipped to work toward organizational goals and provide full service to the organization.

Increased productivity is influenced by a variety of factors, including work attitudes such as willingness to work in shifting time, skill levels determined by management education, the relationship between the workforce and the organization's leadership, productivity management, labor efficiency. These factors must take into the changing of nature work and market demands that must be met appropriately, satisfactorily, and expeditiously. This demonstrates the critical nature of developing human resources' capability and quality, not only physically, mentally, and morally, but also in terms of work productivity. According (Nasir et al., 2021), Performance is the ability of employees to address a job imposed by the organization in a specific period that can be demonstrated significantly and measured under the terms of the organization's policies and procedures. A growing and developing business is constantly looking for ways to improve work productivity as an organizational system, which includes management systems, functional systems, and operational systems. It is said to be productive if the input is processed in a way that results in increased expenses.

Human resources are critical in determining a company's survival because they represent one of the production factors that contribute significantly more than the other production factors to the company's overall success. Even if a business has complete facilities and infrastructure, it will struggle to survive and may even fail if it does not have the support of morally sound, dynamic, disciplined, and united human resources, (Sutrisno, 2008).

BPJS Kesehatan is committed to enhancing the effectiveness and efficiency of service processes by strengthening the organizational structure and developing dependable human resources. Furthermore, it is expected that this implementation will be completed throughout the organization's network, which is spread throughout Indonesia, to achieve the organization's primary objectives.

It is possible to establish a benchmark in employee performance that can be used as an indicator of performance success based on a quality vision and mission that has been created and determined by leaders who are capable of developing mature work plans, as inspiration. on organizational components that should be emulated by all employees, with the consistency and commitment of the leadership team. In light of these facts and data, the researchers devised a research problem, which was to determine how much work motivation and job satisfaction contribute to the work productivity of BPJS Kesehatan Makassar City employees, as well as how this impacts the organization's performance.

METHODS

Random sampling method to collect data, we considered using this technique, because it is population based, we cannot see the level of each respondent in the sample. Employees at all levels of the organization, including management, participated in the survey. This information is collected through the use of a questionnaire, which includes a list of questions distributed to participants. Ask the opinion of each respondent by answering the questions posed to them. The questionnaire is made according to a Likert scale from 1 to 5, and is given a score or value. This study uses quantitative methods. Participants' views are qualitative data, which will be measured on a scale so that the results can be expressed as numerical values. In

addition, statistical methods are used to analyze and process numbers or scores. The purpose of this measurement method is to make the data analysis process easier to understand. By using the SmartPLS 3.0 program, the path analysis model will be used to test the hypothesis. The final partial squares technique (PLS) will be used to test the hypothesis and the final partial quadratic procedure (PLS).

According to (Ghozali, 2011); (Ningrum, 2013), path analysis can be used to examine the effect of variables in the intervention process. It is an extension of multiple linear regression and is used to estimate causal relationships between causal-defined models based on theory. Path analysis is the application of regression analysis to estimate causal relationships between variables. Path analysis alone cannot be used to determine causality, nor can it replace researchers who want to see causal relationships between different variables. In order to establish a causal relationship between variables, a model based on a theoretical foundation has been established. The role of path analysis is to determine the pattern of relationships between three or more variables. It cannot be used to confirm or reject the assumption of fictitious causality because it can only determine the pattern of relationships between three or more variables (Latifah, 2016).

RESULT & DISCUSSION

This study uses a Path Coefficient Structural model with the help of SmartPLS 3 software for windows as shown in Figure 1.

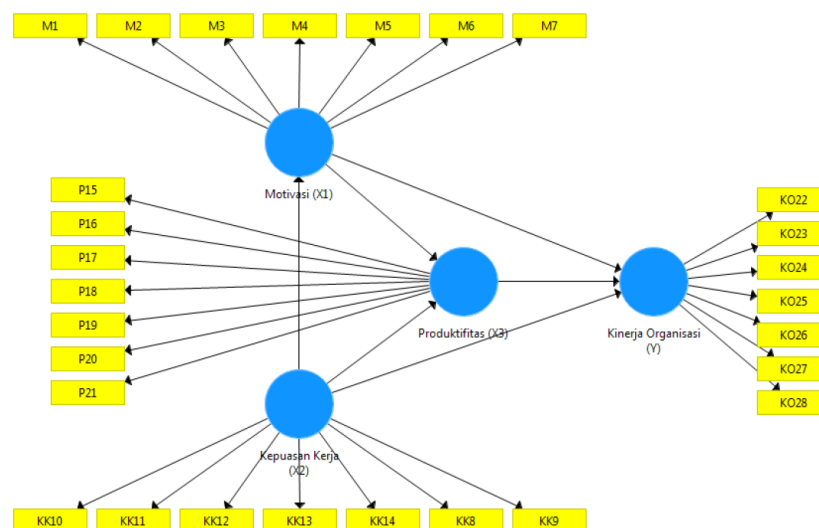


Figure 1. The Correlation of Eksogen to Endogen Variables

In Figure 1, the Motivation construct is quantified using seven indicators M1 to M7, the Job Satisfaction construct is quantified using seven indicators KK8 to KK14, the Productivity construct is quantified using seven indicators P15 to P21, and the Organizational Performance construct is quantified using seven indicators KO22 to KO 28. Arrows between constructs indicate the structural relationship between them.

The Outer Model (Measurement Model) is evaluated in this study to determine the relationship between constructs and their indicators. This evaluation is divided into two stages: convergent and discriminant validity. Convergent validity is comprised of three components: (1) item reliability, (2) construct reliability concerning internal consistency, and (3) average variance entrance (AVE).

The convergent validity of values is examined by examining internal consistency reliability as measured by Cronbach's alpha and composite reliability (CR) in the following manner:

Table 1: AVE, Composite Reliability, and Cronbach's Alpha

Konstruk	Nilai AVE	Composite Reliability	Cronbach's Alpha
Work Satisfaction	0,99976	0,99997	0,99996
Performance	0,99969	0,99996	0,99995
Motivation	0,99967	0,99995	0,99994
Work Productivity	0,99970	0,99996	0,99995

source: based on researcher on 2020

According to Table 1, the Cronbach's alpha value for each construct is greater than 0.7 (CA > 0.7), indicating that the measuring instrument's reliability is high and that each construct has a very strong relationship with the others.

The Average Variance Extrance (AVE) value is used to determine the convergent validity value, which is the next step in the process. According to the information in Table 1, the AVE value of all constructs is greater than the value of 0.5, which is the minimum required value. The AVE value describes the variance or variance of the manifest owned by the latent variable, as well as the variance of the manifest itself. The manifest variance or diversity contained in a latent variable is proportional to how much manifest variance or diversity is contained in the latent variable.

This is followed by an investigation into the validity of the discriminant value, which includes cross-loading and a comparison of the AVE roots with their relationship to the correlation between constructs. The following section discusses the importance of cross-loading.

Table 2. Cross Loading

Indicator	Work Satisfaction	Performance	Motivation	Productivity
KK10	0,99988	0,99981	0,99982	0,99985
KK11	0,99991	0,99980	0,99978	0,99984
KK12	0,99991	0,99980	0,99984	0,99986
KK13	0,99990	0,99986	0,99980	0,99985
KK14	0,99981	0,99972	0,99977	0,99975
KK8	0,99988	0,99972	0,99978	0,99975
KK9	0,99988	0,99987	0,99989	0,99988
KO22	0,99963	0,99981	0,99959	0,99958
KO23	0,99983	0,99990	0,99981	0,99982
KO24	0,99963	0,99972	0,99959	0,99956

KO25	0,99983	0,99985	0,99986	0,99984
KO26	0,99977	0,99986	0,99971	0,99969
KO27	0,99981	0,99990	0,99983	0,99979
KO28	0,99983	0,99988	0,99978	0,99978
M1	0,99944	0,99943	0,99961	0,99935
M2	0,99984	0,99982	0,99987	0,99983
M3	0,99978	0,99976	0,99987	0,99985
M4	0,99971	0,99968	0,99982	0,99972
M5	0,99990	0,99981	0,99992	0,99990
M6	0,99980	0,99977	0,99983	0,99978
M7	0,99987	0,99982	0,99991	0,99988
P15	0,99980	0,99965	0,99980	0,99984
P16	0,99987	0,99982	0,99985	0,99992
P17	0,99989	0,99979	0,99987	0,99992
P18	0,99987	0,99978	0,99985	0,99993
P19	0,99990	0,99984	0,99987	0,99994
P20	0,99959	0,99955	0,99954	0,99965
P21	0,99969	0,99968	0,99967	0,99976

source: based on researcher on 2020

Based on Table 2 cross-loading, it can be concluded that the value of all indicators has a higher correlation coefficient value with the constructed value than the indicator correlation coefficient value in the other column construct blocks. Thus it can be concluded that the construct analysis has met the requirements of discriminant validity. After going through the construct evaluation, then the constructed model through the evaluation inner model, the examination includes several stages (1) Significance of R Squared Value, (2) Path Coefficients, and (3) T-Statistics. Checking the significance value is by looking at the R Square value as follows:

Table 3. R Square

Construct	R ²
Performance	0,99985
Motivation	0,99986
Productivity	0,99991

source: based on researcher on 2020

The goodness of fit model was measured using R-square dependent latent variable with the same interpretation as regression. Q-Square predictive relevance for structural models, measuring how well the observed values are generated by the model and also the estimated parameters. The Q-square value > 0 indicates the model has predictive relevance, otherwise, if the value Q-square ≤ 0 indicates the model lacks predictive relevance. (a) The value 0.99 for Variable Y (Organizational Performance), means Motivation (X1), (Job Satisfaction) X2, and Productivity (X3) can explain (Organizational Performance) Y of 99%, (b) Value 0.99 for Variable X1 (Motivation), it can be interpreted that, variable X2 (Job Satisfaction) can explain X1 (Motivation) of 99% and (c) The value of 0.99 for the X3 (Productivity) variable, it can be interpreted that, X2 (Job Satisfaction) can explain X3 (Productivity) through X1 (Motivation) by 99%.

The next step is to evaluate the structural model by looking at the significance and direct influence between latent variables. By using PLS (Partial Least Square) version 3.0, and by calculating bootstrapping for hypothesis testing, the following values are obtained:

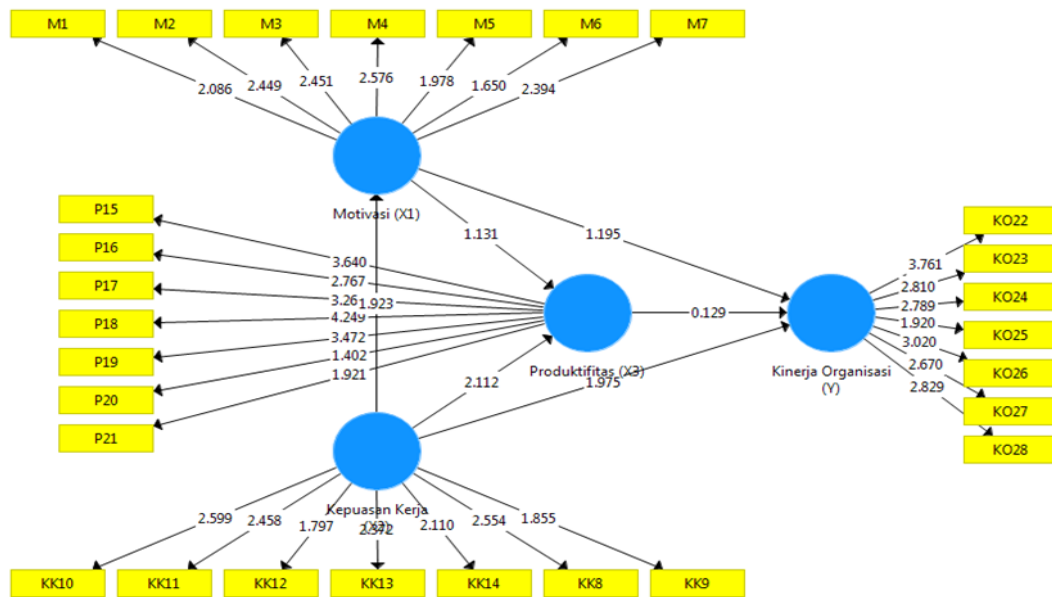


Figure 2. Output Bootstrap

Tabel 4 : Output Bootstrap Path Coefficiens

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic (O/STDEV)	P - value
Job Satisfaction (X2) → Organizational Perfo (Y)	0,68697	0,56779	0,34788	1,97475	0,04885
Job Satisfaction (X2) → Motivation (X1)	0,99994	0,68977	0,51994	1,92316	0,05503
Job Satisfaction (X2) → Productivity (X3)	0,65983	0,48779	0,31245	2,11179	0,03520
Motivation (X1) → Organizational Perfo (Y)	0,34983	0,25135	0,29271	1,19515	0,23260
Motivation (X1) → Productivity (X3)	0,34015	0,35908	0,30078	1,13089	0,25864
Productivity (X3) → Organizational Perfo (Y)	-0,03687	-0,13243	0,28541	0,12917	0,89728

source: based on researcher on 2020

The analysis of paths takes into account both direct and indirect impacts. The direct effect is the exogenous effect Y on the endogenous variable that occurs without the involvement of any other variables, whereas the indirect effect is the effect in which the variable exogenous that affects the endogenous variable occurs through the involvement of another variable known as the intervening variable. Exogenous variables have direct and indirect effects on endogenous variables, whereas the total effect is a combination of direct and indirect effects of exogenous

variables on endogenous variables. The following direct and indirect effects are discovered as a result of the analysis performed with the SmartPLS program:

Tabel 5: Direct Effect, Indirect Effect, and Total Effect

	Effect		Total
	Direct	In Direct	
Motivation → Productivity	0,68697	0,31295	0,99992
Job Satisfaction → Motivation	0,99993		0,99993
Job Satisfaction → Motivation → Productivity	0,65983	0,34012	0,99995
Productivity → Motivation → Kinerja Organisasi	0,34983	-0,01254	0,33729
Motivasi → Organizational Performance	0,34015		0,34015
Job Satisfaction → Motivasi → Organizational Performance	-0,03687		-0,03687

source: based on researcher on 2020

Based on table 5 above, it can be seen the value of direct and indirect effects between variables in this research model.

Table 6: Hypothesis Test

Ha	Hypothesis	Result
H1	Motivation → Productivity	Rejected
H2	Kepuasan Kerja → Motivasi	Rejected
H3	Job Satisfaction → Productivity	Accepted
H4	Productivity → Organizational Performance	Rejected
H5	Motivation → Organizational Performance	Rejected
H6	Job Satisfaction → Organizational Performance	Accepted

source: based on researcher on 2020

We will discuss the implications of the findings and the extent to which the hypothesis is supported by the findings of the research conducted with SmartPLS in the following section.

H1: There is no statistically significant relationship between motivation and productivity.

BPJS Kesehatan Makassar employees' motivation, according to the findings of this study, does not significantly contribute to their overall productivity at their place of employment. According to the theories advanced by many experts, one of the indicators that can influence productivity is motivation. The authors of this study, on the other hand, were unable to find a match between theory and facts in the BPJS Kesehatan organization, as evidenced by their findings. External motivation describes the strengths that exist within individuals that are influenced by internal factors and controlled by managers, such as awards, promotions, and responsibilities, whereas internal motivation describes the motivation that originates within a person. Because the findings of this study indicate that the value of the contribution of Motivation to Productivity is

positive but not statistically significant, the findings of this study should provide a broad perspective for organizational leaders to pay more attention to motivation as a factor that is expected to provide the greatest contribution to employee productivity, thus allowing competent human resources to survive and thrive in the organization.

H2: Job satisfaction does not have a statistically significant impact on motivation.

According to empirical data that has been collected and processed by researchers, BPJS Kesehatan Makassar employees' job satisfaction has a positive but not statistically significant effect on the organization. Job satisfaction variables include variables such as satisfaction with their work, satisfaction with meeting needs, satisfaction with promotions, satisfaction with superiors, and satisfaction with coworkers, among others. There are several indicators of job satisfaction that, according to empirical data collected from BPJS Kesehatan Makassar employees' as research respondents, show that job satisfaction in the BPJS Kesehatan organization is quite good but not statistically significant, including satisfaction with promotions and satisfaction with leadership, but there are still indicators of job satisfaction that are statistically significant.

H3: A positive and statistically significant relationship exists between job satisfaction and productivity.

The third hypothesis test conducted by the researchers was successful in demonstrating that Job Satisfaction had a statistically significant impact on Productivity and that the proposed hypothesis was correct. BPJS Kesehatan Makassar employees' job satisfaction can be improved by increasing their work motivation, which has a positive effect on, or makes a positive contribution to, Employee Productivity, it can be explained. Employee work productivity does not appear to be significantly affected by job satisfaction according to a study conducted by (Deden Misbahudin Muayyad, 2016), which concluded that job satisfaction does not have a significant impact on employee work productivity.

H4: Productivity has no significant impact on the overall performance of an organization.

BPJS Kesehatan Makassar employees' organizational performance, according to the findings of this study, is negatively affected by productivity, and productivity does not contribute significantly to that performance. The difference between the values of the path coefficient through the motivation variable as an intervening variable resulting from empirical data processing explains the discrepancy between the values of the input and the values of the output. In the case of the BPJS Kesehatan Makassar employees, this could be because it is difficult to estimate the size of the organization's work productivity.

H5: There is no evidence that motivation has a significant positive impact on organizational performance.

These findings lend credence to the experts' belief that motivation is not the most important factor in determining organizational performance in the long run. Researchers failed to prove the initial hypothesis proposed, which was that motivation has a positive and significant effect on organizational performance, as explained by Dedi Riyanto in his book Human Resource Performance Management: A Practical Guide to Effective Human Resource Management. The

main factors that contribute to organizational performance include Productivity, Service Quality, Responsiveness, Responsibility, and Accountability.

H6: Job Satisfaction has a positive and significant effect on organizational performance.

Job satisfaction has a positive and significant. The findings of this study indicate that job contributes to the Organizational Performance of BPJS Kesehatan Makassar. This conclusion explains that organizational performance can run well and achieve the targets or targets set if Human resources in the organization are satisfied with the work carried out. From the descriptive analysis, the Job Satisfaction Indicator shows the maximum value or occupies the highest value and is included in the very good criteria.

CONCLUSION

Based on the results of the research and discussion, conclusions can be drawn. First, the results of the empirical data analysis of this study prove that Job Satisfaction is a very large and significant contributing factor to the organizational performance of BPJS Kesehatan on Makassar City. The direct and indirect effect of Job Satisfaction through the Motivation variable has a positive effect on Productivity, successfully proving the third hypothesis proposed by the researcher. Job satisfaction obtained by employees includes the promotion system, job security, and work comfort, satisfaction with leaders who are always willing to take the time to help if employees have difficulty completing work tasks. Second, as well as the sixth hypothesis proposed by the researcher, it is proven that job satisfaction directly or indirectly through the motivation variable has a positive and significant effect on organizational performance.

These results reflect the value of employee responsibility quite well for work based on research instruments that have a maximum score with the statement that every policy made and the results achieved by the organization must meet the requirements determined by the highest state official, in this case, the president as the holder mandate from the people. Third, out of the six (6) initial hypotheses proposed by the researcher, two (2) hypotheses were empirically proven and declared accepted, while the other four (4) hypotheses were not empirically proven and were rejected. Motivation has a significant effect on productivity and organizational performance which cannot be proven empirically in this study. This is quite reasonable because, from several research instruments answered by respondents, there are several statements of employee expectations that show value, namely "there are adequate facilities, making me enjoy doing the work I handle", these results can illustrate that employees are less motivated. After all, the facilities, facilities, and infrastructure are not following the expectations of employees.

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