

Analysis of the Influence of Organizational Motivation, Employee Job Satisfaction On Organizational Performance

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Abstract

In a company or organization, the owners or shareholders want the company they run to achieve its goals according to its vision. The biggest factor in achieving the Company's Vision comes from the performance of the workforce working in the Company, each workforce must have optimal performance. The point is that achieving or not achieving the Company's Vision depends on the workforce that functions within it. The existence and sustainability of a company is shaped by the skills and attitude of its workforce when they run the company where they work. In reality, in running a company, not all workers can contribute to performance in accordance with what is expected from the company, one of which is because the vision has not been understood by workers starting at the lower level (front liners) whose level of knowledge and experience is still low up to highest level (Top Management). Apart from that, a worker who works in a company can work well or poorly due to workload factors and the work environment in which they work.

Keywords: organization, workforce, top management.

INTRODUCTION

In a company or organization, the owners or shareholders want the company they run to achieve its goals according to its vision. The biggest factor in achieving the Company's Vision comes from the performance of the workforce working in the Company, each workforce must have optimal performance. The point is that achieving or not achieving the Company's Vision depends on the workforce that functions within it. The existence and sustainability of a company is shaped by the skills and attitude of its workforce when they run the company where they work. In reality, in running a company, not all workers can contribute to performance in accordance with what is expected from the company, one of which is because the vision has not been understood by workers starting at the lower level (front liners) whose level of knowledge and experience is still low, (Kamila Ludwikowska, 2022) up to the highest level (Top Management). Besides that, a worker who works in a company can work well or poorly due to workload factors and the work environment in which they work (Tsirkas et al., 2020).

With an appropriate number of workers, good skills & attitude, proportional workload, comfortable working environment and adequate work equipment, the Company's performance will be achieved according to expectations (Expectation). Including the rights and obligations between Management and the workforce will be able to be carried out better because all functions in the Company are equipped, including the implementation of rewards and punishments which can be carried out in full. In the event that the workforce's capabilities are not yet sufficient according to capability standards which causes a gap (Nakhleh, 2019),

also the number of workers is not sufficient according to the available workforce formation (FTK) and furthermore the work environment is less conducive to carrying out work, then the task of management is to carry out corrective actions (improvements) so that these factors can be improved in achieving the Company's performance and the Company's Vision and Mission for the long term (long term). Since the Covid-19 Pandemic took place, office activities have implemented a Work From Home (WFH) work pattern where with this new work pattern there has been a drastic change in pattern, such as: Meetings and coordination must be carried out online, the invoicing process has previously been carried out using hard documents and wet stamp/signature which must be carried out by the person according to their authority and others. These new habits have an impact on increasing workloads related to managing new process flows, new rules and legal aspects, including provision. Work From Home (WFH) and Work From Office (WFO) work patterns influence the work patterns of new facility HR which is closely related to IT facilities. All these new processes/procedures must be able to be carried out in a short time, quickly and safely.

The overall phenomenon as stated above generally has the impact of creating a higher workload, especially at the managerial level and employees who have good skills because they have to work extra in sharing their knowledge with their respective juniors or employees who do not understand seafaring well. So far the Company has faced the task of continuously increasing work or productivity according to Shareholders' requests. Several employees responded to this additional burden with requests for more complete work facilities, remuneration adjustments, grade increases, transparency of employee rights and others. This can be seen from the results of employee surveys during the AKHLAK (Trustworthy - Competent - Harmonious - Loyal - Adaptive) culture survey. - Collaborative) in which employees' understanding of AKHLAK culture and problems that occur in the work environment are explored.

In this research the author focuses on improving organizational performance by looking at the influence of Organizational Motivation and Job Satisfaction on improving organizational performance. Organizational Motivation is an activity in designing, guiding and maintaining employee behavior related to work. Job satisfaction describes how satisfied someone is with their job. Job satisfaction is often considered a pleasant emotional state resulting from an evaluation or assessment of a person's job or work experience. Job satisfaction is also related to organizational phenomena such as motivation, performance, leadership, attitudes, conflict and others. Job satisfaction is also influenced by various factors, namely salary, work environment, autonomy, communication and organizational commitment. In Organizational Performance, there are three factors in measuring Company performance, namely Financial Performance (such as investment profit, profit per share), Operational Performance (such as market share, product quality) and Organizational Effectiveness (such as employee morale, work atmosphere).

METHOD

Research Design is a design regarding the entire process required in planning and implementing research. This research uses quantitative research using Independent Variables (Organizational Motivation & Job Satisfaction) and Dependent Variables (Company Performance). Quantitative research method is a research method based on the philosophy of positivism which is used to research certain populations or samples where sampling is generally carried out randomly and data is collected using research instruments, then the data is analyzed quantitatively with the aim of testing predetermined hypotheses. This research design was carried out using exploratory research. Exploratory research was carried out by

exploring and understanding the phenomena that occur and understanding the characteristics of a problem. Descriptive Research

Probability Sampling Technique is a sampling technique that provides an equal opportunity for each element or member of the population to be selected as a sample (Sugiyono, 2014). There are three types of Probability sampling, the first is Simple Random, namely a method of drawing from a population or universe in a certain way, so that each member of the population or universe has the same chance of being selected or taken (Kerlinger, 2006). The second is Group Randomization, namely the sampling technique used does not consist of each individual but consists of groups of each individual or cluster. This group random sampling technique is used to determine the sample if the object being studied is very broad (Sugiyono, 2001). The third is Stratified or Stratified Random, which is used when the population has members/elements that are not homogeneous and proportionally stratified (Sugiyono, 2001). Meanwhile, the Non-Probability Sampling Technique is a sampling technique used to collect data from a population, but the chance of each member being sampled is not equal (Kuncoro, 2016). There are five types of Non-Probability sampling techniques, the first is Purposive Sampling, which is a sampling technique used by researchers when they have a target individual with characteristics that suit the research (Dana P. Turner, 2020). The second is snowball sampling, namely a technique for taking data sources that are initially small as the data collection process becomes larger (Sugiyono, 2017). Third is Quota sampling, which is a sampling technique where the population size is not taken into account, but is clarified into several groups. Samples are taken by providing a certain quota or quorum to the group (Margono, 2004). Fourth is Proportional, namely the technique of taking proportions to obtain a representative sample, taking subjects from each region is determined in balance with the number of subjects from each region (Arikunto, 2010).

In this research, the technique used is the Non-Probability Sampling technique using Purposive Sampling. This research was determined by one respondent criterion, namely all employees of PT Pelayaran Bahtera Adhiguna.

RESULT AND DISCUSSION

Based on the results of the linearity test, it is stated that there is a relationship between the Organizational Motivation variable and the Job Satisfaction variable. The linearity test results show that the Deviation from Linearity F-calculated value is $2,186 < 2,360$ (F-table value). Based on the results of hypothesis testing, Organizational Motivation has a significant effect on Job Satisfaction, this is because the significant value of Job Satisfaction is $0.000 < 0.05$. Meanwhile, T-count is $5,576 > 1.668$. The results of this research are also in accordance with previous research conducted by Kelvin Pang & Chin San Lu (2018) which stated that organizational motivation is positively related to job satisfaction. PT Pelayaran Bahtera Adhiguna provides good attention to the interests of employees so that it can maintain organizational stability which has an impact on achieving Employee Job Satisfaction. Employee Job Satisfaction at PT Pelayaran Bahtera Adhiguna is influenced by several factors such as salary, promotions, additional benefits, awards, procedures, work regulations, coworkers, type of work and communication.

Based on the results of hypothesis testing in table 4.7.2, this research states that the independent variable Organizational Motivation has no significant effect on Organizational Performance. This is because the t-count value $< t$ table or $0.358 < 1.668$. The results of the hypothesis test also show a significance value > 0.05 or $0.722 > 0.05$. The results of this research are in accordance with research conducted by Ismatilla Mardanov (2020). This research states that Organizational Motivation (Intrinsic and Extrinsic) for some employees is something that burdens them at work, for example in extrinsic motivation, they do work to get rewards or

avoid punishment. This causes them to feel dissatisfied with the work they do, which has a negative impact on organizational performance.

Based on the results of hypothesis testing which states that job satisfaction influences organizational performance, at PT Pelayaran Bahtera Adhiguna, the job satisfaction felt by some employees is that they feel the workload, the type of work they receive is in accordance with the employee's work abilities, and work appreciation from the leadership makes them feel comfortable and appreciated while working. Apart from that, salary, allowances, fair treatment, promotions, supervisors, co-workers, communication, benefits and rewards in implementation procedures make them feel satisfied while working. These factors have a positive impact on increasing employee productivity and loyalty which leads to greater work commitment, so that the resulting impact is an increase in the performance of the Company's organization.

CONCLUSION

Companies are advised to understand that employees are individuals who have different characteristics from each other, from these differences, companies can decide which organizational motivation employees should receive, whether intrinsic or extrinsic motivation. Companies need to understand the various types and ways of motivating employees. Managerial teams are advised not to assume that they know employees will be committed if the company has provided work motivation. Things that companies can do include collecting feedback through employee motivation and satisfaction surveys, allowing employees to provide honest and sincere feedback about their experiences, ideas and suggestions. This will help the Company identify employees who need attention. With this understanding, companies will be able to better categorize employees and apply the right type of motivation to increase employee engagement levels and job satisfaction. To improve employee performance, companies can motivate employees to be enthusiastic about working and have creativity in their work. Things that companies can do include recognizing and giving appreciation to employees' work results. Employees want recognition from their superiors so they can feel comfortable and at home in the company where they work. Recognition and appreciation can be the main drivers of increasing employee motivation and have a positive impact on company performance.

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