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**AN EXAMINATION OF MEDIATING EFFECT OF JOB
SATISFACTION IN THE RELATIONSHIP BETWEEN MOTIVATION
AND EMPLOYEE PERFORMANCE (CASE IN BKD PADANG)**

THESIS



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LEMBAR PERNYATAAN

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CHAPTER I

INTRODUCTION

1.1 Background of the Study

The aim of a company is to be able to maintain continuation life of the company, to carry out the growth as well as to be able to increase the profitability from time to time where the three of them were the guide towards the strategic direction of all the organizations of the business. Increasingly swift the technological flow and information, prosecuted each company to be able to maintain continuation of the life of this company in the global competition.

Worker motivation is presumed to exist when there is some congruence between an individual's and an organization's objectives. Motivation is an internal psychological process that is subject to neither direct manipulation nor direct observation. Workers' needs, self-concept, and expectations for outcomes and / or consequences comprise the individual-level determinants of motivation that combine with the organizational context in which an employee is situated to effect job satisfaction. It has long been an aim of work psychology to uncover the reasons why individuals vary in their motivation to work, as well as how individual differences interact with oorganizational / situational factors to influence individual satisfaction and motivation.

Motivated was the matter that was very important in influencing the achievement of the employee. Gana and Bababe (2011) view that for an organization to be successful, it's members must be both willing and able to

perform their jobs competently. Motivation relations, the work passion and optimal results had the linear form in a sense with giving of the good work motivation, then the work passion of the employee will increase and results of the work will be optimal in accordance with the standard of the achievement that was determined. The work passion could be as one of the forms of the motivation seen in part from the level of the presence of the employee, responsibility to work time that was determined.

The other variable that had relations with the productivity of the work is job satisfaction. This could be seen from reality that an employee who worked in the organization environment had satisfaction on the pay that was accepted then will show the high productivity. Job satisfaction was an attitude someone towards the work as the difference between the number of rewards that was accepted by the worker and the number that were believed in that necessarily accepted (Robbins, 2003).

By that, Luthan (1998) stated that job satisfaction had three dimensions. It was first that job satisfaction could not be seen but only could be expected. Secondly, job satisfaction often was determined by how far results of the work met or exceeded hope someone. Thirdly, job satisfaction reflected relations with the other attitude with various other attitudes from individual. Job satisfaction and the motivation will influence the achievement of the employees in undertaking the task and their obligation.

Theoretically had relations between the three variable this that is if the employee's job satisfaction increased then in a manner indirectly their achievement in undertaking the work also will take part in increasing. The employees of the public service or in other word the civil servant (BKD) have responsibility to provide good quality and professional service to the citizens. However, the civil servant is expected to have a high level of organizational commitment in order to ensure they do their job as it should be. BKD duty is to assist the Mayor in developing the area to be able to carry out personnel management of civil servants the city of Padang. Its function is to formulate policies and organize technical personnel administration services the city of Padang. To run the management authority is then required of personnel management in the city of Padang.

The motivation of employees, there are quite a drastic decline from year to year. This is evident from the high level of attendance each day. Evaluation is carried out by the management of each month showed a decreased level of discipline indicators are drawn from their presence in the office. Employees only make attendance or discipline as a formality. They also chose to go home earlier than the standard time frame. These conditions resulted in the work they produce less optimal.

Table 1.1 Total offense of BKD Employees

Year	Light Discipline	Medium Discipline	Weigh Discipline	Total
2009	6 persons	2 persons	1 persons	9 persons
2010	24 persons	2 persons	2 persons	28 persons
2011	10 persons	5 persons	-	> 15 persons

Source: Direct Interview with Bagian Umum

From the table above can be seen if there is a decrease in the quality of work of employees BKD. Reluctance to complete tasks on time and did not discipline the employee began to leave the office during working hours without any obvious reason. Not only that, some employees are also often not in the office, and late coming into work with a variety of reasons. Resulting lack of motivation and satisfaction of employees are not motivated in carrying out their duties. Motivation is expected as the driver of the spirit has not been able to ignore the employee's performance is optimized so that should be built in the city of Padang which the body BKD have loyalty and awareness and discipline in performing each task. Survey by the author informs that BKD has yet been calculated overall performance of their employees.

Based on the above phenomenon, the authors are interested in further analyzing this research with tittle "an examination of mediating effect of job satisfaction in the relationship between motivation and employee performance" in Badan Kepegawaian Daerah (BKD), Padang.

1.2 Research Questions

Based on background research that has been stated above, the authors identify the problems of:

1. How does motivation affect employee performance?
2. How does motivation affect job satisfaction?
3. How does job satisfaction affect the employee performance?
4. Do the job satisfaction have a mediating effect in the relationship between motivation and employee performance?

1.3 Objective of The Study

Based on the identification of the problems above, the purpose or intent that you want to accomplish in the preparation of this thesis are:

1. To examining the relationship between motivation and employee performance.
2. To examining the relationship between motivation and job satisfaction
3. To examining the relationship between job satisfaction and employee performance.
4. To test the mediating effect of job satisfaction in the relationship between motivation and employee performance.

1.4 Significant of The Study

This study will be a significant endeavor in promoting good work environment in the workplace and motivations of its employees. This study will

also be beneficial to the students and instructors in organizational behavior, corporate strategies when they employ effective learning in their classroom setting particularly in different concepts related to the use of effective strategic management. By understanding the needs of the students and benefits of quality education, these instructors and students be assured of a competitive advantage. Moreover, this research will provide recommendations on how to evaluate the performance of a certain institution in accordance to human resources management.

1.5 Contribution of the Study

This research is expected to benefit either directly or indirectly to the author so as to understand the satisfaction, motivation and employee performance. Research is also expected to provide input to the business world in particular industries to be more attention to issues of motivation and job satisfaction of employees. In addition this study should be capable of being material in overcoming the problems that arise in an organization or company, especially that related to perceptions of compensation issues, proactive attitude, and motivation of employees, thereby increasing company productivity.

1.6 Scope of Study

The role of human resource management has been more significant and important in order to increase job satisfaction level of employees within an organization. Job satisfaction will lead to a more dedicated person and get fairness

in workplace so the employee can motivate to work in this company. This research has a limited scope of analyses in terms of numbers of variables and object of the research. The variables will be tested in this research are limited into: employee performance, job satisfaction, and motivation. The researcher limits the research context by focusing in civil servants who work at BKD Padang.

1.7 Outline of Research

In order to make it easier and make moderate the forwarding of content, this research is divided into five chapter, they are:

CHAPTER I, that is presenting about background of the study followed statement, objective of research, scope of research and contribution of research.

CHAPTER II, is the chapter that discuss about theories, previous study related to the topic, correlation between motivation and job satisfaction in effect performance level of employee.

CHAPTER III, focuses on research method which discussing about research design, population and sample, data collecting method, operationalization of variables, data processing, data analysis method and data analysis.

CHAPTER IV, explaining about validity and reability test, research data descriptions and analysis and also the result discussion.

CHAPTER V, on this chapter will explain about conclusion of research, limitation of the research, implication of research and recommendation for further research.



CHAPTER II

REVIEW OF LITERATURE

2.1 Employee Performance

2.1.1 Definition of Employee Performance

Performance is derived from the Job Performance. In simple performance is a reflection of the work or one's achievements and can describe the conditions in the future and know what actions to take to achieve the objectives expected to be important for the organization. Employees who have a high performance can support the achievement of goals and objectives established by the company. Employee's performance indicates the ability of employees in executing the overall tasks that become their responsibility. These tasks are usually based on the indicators of success that has been set.

Performance basically is what the employee has done or things not done (Mathis and Jackson, 2006). Further, Employee performance that common for many business settles with the following elements; (1) Quantity and Result, (2) Quality and result, (3) Time Accuracy from Result, (4) Attendance, (5) Ability to Corporate.

Work Performance is one of the most importance concerns for any organization and has received much attention, and it is typically viewed as fundamental or in-role responsibilities that employees are hired to perform in exchange for their compensation packages (Kamar, 2011).

According to Timpe (1996) in Satria (2008), there are two determinants of performance are:

1. Internal Factors

Internal factors (dispositional) factors are connecting it with the nature - the nature of a person. For example an employee's performance is good because the employee has a high ability and hardworking type. While one employee performs badly because the person has a low capacity and do not have the efforts to improve its capabilities.

2. External factors

External factors are the factors that affect the performance of someone who comes from the environment such as attitude, behavior, work facilities and organizational climate.

From a number of terms above can be understood that good performance is the first step to achieving organizational goals and the company concerned. Understanding of the above in accordance with the opinion of the author.

2.1.2 Theory of Employee Performance

According to Tsui, Pearce, Porter, and Tripoli (1997) items of performance outcomes selected to differentiate between core tasks and activities falling outside of those tasks. Some specific nature of employee's tasks varies widely with their jobs, organizations, and industries (Tsui et all. 1997). Developed or selected items that were generic rather than specific to one particular job. Six items focusing on

the quantity, quality, and efficiency of employees were developed to measurement basic task performance. On this items, rather indicated the extent to which they agreed that the employee's performance on the core job was higher than of other employees in a similar job.

Quantity express as numerical value or by assigning a numerical value in terms of a unit of measurement. Quality defines as the totality of features and characteristics of a product or service that bears its ability to satisfy stated or implied needs. Efficiency in general describes the extent to which time or effort is well used for the intended task or purpose.

Beside that Tsui et al (1997) also adopted five more questions from Greenhaus, Parasuraman, and Wromley(1990) in order to measure core task performance. Greenhause et al (1990) focused on an individual's overall ability, judgment, accuracy, job knowledge, and creativity in performing employees assigned role.

In underinvestment relationship, employees are not likely to perform their core task well for two reasons. First, they are expected to devote some of their attention to open- ended task activities, and second, there is no expectation of employee security. Therefore, they may not perform well because they get little payoff for doing so or because they want to restore some level of psychological equity to the relationship (Adams, 1965 in Tsui et all, 1997).

Performance or work performance is the result of the work in quality and quantity achieved a clerk in carrying out their duties according to the

responsibility given to him. Robbins (2003) states an employee's performance can be divided into three criteria such as:

1. The results of individual tasks

Assessing the results of employees' duties do business entity that has set the performance standard in accordance with the type of work which are valued at a certain time period.

2. Behavior

The company consists of either the employee's superiors, subordinates who have a variety of behaviors. Therefore, an employee is required to have good manners and correct fit each job.

3. Characteristics or properties

Characteristics or the nature of the employee generally last long. But the changes from the outside as outside interference in the form of training will affect employee performance in several ways.

Cherry explain in her blog the "big five" are broad categories of personality traits. While there is a significant body of literature supporting this five-factor model of personality, researchers don't always agree on the exact labels for each dimension. However, these five categories are usually described as follows:

1. Extraversion: this trait includes characteristics such as excitability, sociability, talkativeness, assertiveness and high amounts of emotional expressiveness.

2. Agreeableness: this personality dimension includes attributes such as trust, altruism, kindness, affection, and other prosocial behaviors.
3. Conscientiousness: common features of this dimension include high levels of thoughtfulness, with good impulse control and goal-directed behaviors. Those high in conscientiousness tend to be organized and mindful of details.
4. Neuroticism: individuals high in this trait tend to experience emotional instability, anxiety, moodiness, irritability, and sadness.
5. Openness: this trait features characteristics such as imagination and insight, and those high in this trait also tend to have a broad range of interests.

2.1.3 Assessment of Employees

Achievement of employees under the standard can be caused by a number of factors ranging from the skills, motivation and poor working atmosphere. It takes a number of different strategies to improve poor performance. An effective employee is a combination of a good skill set and a productive work environment. Anderson said many factors affect employee performance that managers need to be aware of and should work to improve at all times. To get the maximum performance from employees, you need to provide them with the tools they need to succeed. Based on Anderson, here some factors that affect performance:

1. Managerial Standards

Managerial standards can be a factor in motivating or de-motivating employees, according to technology employment resource Tech Republic. Managerial standards should be in line with the job duties outlined in the job description outlined by human resources. The background of the employee, including their educational history, is also outlined in a job description. Managers should keep their expectations in line with the duties assigned to the employee. By expecting more from an employee than they were hired for, or than their background has prepared them for, can diminish employee performance.

2. Motivation

To get the best performance from employees, there needs to be some sort of motivation beyond the weekly paycheck. Motivation can come in the form of financial incentives, the opportunity to get involved in company projects, a career path that leads to management and direct involvement from management into the daily tasks. Effective motivation can create a productive work force, but a lack of motivating factors can leave employees searching for reasons to give their maximum effort.

3. Commitment

Employees that feel as though the company has made a commitment to employee success tend to perform better, according to Personnel Systems

Associates. Commitment means offering a competitive rate of pay and benefits package, offering assistance in paying for employee's higher education costs, developing a regular training schedule that keeps employees updated on company changes and gives pertinent information for employees to do their jobs and upgrading equipment to make sure that employees have the most efficient technology available to do their work. Commitment shown by the company is returned in the form of commitment from employees.

4. Employee Evaluations

An effective employee evaluation is an interactive process where the manager gives his input on the employee's performance, and the employee gets the chance to point out what she has learned throughout the year. Managers create a plan along with the employee for the coming year on how the employee can develop and improve their performance. Comprehensive employee evaluations are important to the ongoing performance of employees.

2.2 Motivation

2.2.1 Definition of Motivation

An employee must have the motivation to be able or willing to do a job. Motivation comes from the Latin meaning of mover or move. Motivation is one important factor in encouraging an employee to work. Where in this case looks the individual's willingness to issue a high effort to achieve organizational goals (Robbins, 2003). There are three key elements in the motivation of the effort, the organization's goals and needs. If someone is motivated then he will try his best to

achieve the goal, but not necessarily high effort will result in higher performance. Therefore, the required intensity and quality of those efforts and focused on organizational goals.

The process generally begins with the onset of motivation emergence of a need (needs) that have not been fulfilled thus causing an imbalance between the physical and psychological abuse in a person. Then the imbalance is causing people try to reduce them in particular behave. Effort is called impulse (drives), for example, needs encouragement to eat is in the form of hunger and the need to befriend be a boost to socialize. The next person will receive the incentive (incentive) as a result of the effort he was doing (Gibson, 1997).

Saleem (2010) on his journal conclude theories of motivation based on another references, they are; Rewards could be interpret as information will enhance intrinsic motivation, it's about competence and satisfy individuals' need for autonomy. If a company had learned the tactics about utilize and manage their employees, it would be victorious in long term. Extrinsic rewards, like monetary benefits had negative relation with intrinsic work of motivation because it just seen that there is crucially dependence of intrinsic motivation on extrinsic incentives.

Loyalty and emotional attachment is one of the most important factors of employee motivation that binds to stick with organization, many other benefits associated with the organization are also part of motivation. Work motivation can be evaluated by the degree of felling attachment, obligations, and reward in working in organization. Other factors could be affected are how much employees

are interconnected with the organization and how much they feel responsible towards the organization.

Horwitz et al, 2003 (in Saleem, 2010) predicted that high motivation of employee's affected by Challenging work environment and support of the top management. If the employees are competitive and want to work with full efficiency as it will utilize all their capabilities, then challenging work is the best motivator. Many of the employees are like to make relationships and thus need to contact more and more to the higher authorities so making more regular contacts make them feel that they are been observed and work with more condition.

2.2.2 The Division of Motivation

Broadly speaking a person's motivation can be divided into three, namely:

1. Primary motives

The primary use of the term implies a priority of both types of other motives.

2. Secondary motives

Secondary motive is usually closely related to learning, especially the principle of strengthening the conceptual and practical relationship to motivation. There are several important motifs are included in the category of secondary motifs, namely:

- a. Motive power, namely the need to manipulate people or exceeds the others.

- b. Achievement motive, the desire to carry out the work according to standards of excellence or achieving success in the competition.
 - c. Affiliation motive, is a social motive where someone needs to be owned and accepted the group.
 - d. Security motive, is a very powerful motive in a dynamic environment, because a person often feels insecure or unable to follow the rhythm changes.
 - e. The motive of status, is a relative position of a person in a group, organization, and society. Assessment of status will depend on the values and social roles in society.
3. General Motives

This motif is often called the driving motive (the stimulus Motives). Common motif consists of a sense of curiosity, manipulation, activity, and affection. (Nawawi, 2003).

2.2.3 Theory of Motivation

The Foundation of Motivation lies in an individual's desires. Motivational theories focus on eliciting that response in a coordinated manner that both fulfills the need and contributes to the organization, there are various theories of motivation was developed.

Gibson (2000), explains the motivation is a force that encourages an employee who raises and directs behavior. This concept explains the difference in

the intensity of behavior in which the intensity of the more intense the behavior is the result of high motivation.

Herzberg's Motivation-Hygiene Theory

The theories include content theories, based on the assumption that people have individual needs, which motivate their actions. Herzberg's motivation-hygiene theory, also known as the two-factor theory, has received widespread attention as having a practical approach toward motivating employees. In 1959, Herzberg published his analysis of the feelings of 200 engineers and accountants from over nine companies in the United States. These professionals were asked to describe experiences in which they felt either extremely bad or exceptionally good about their jobs and to rate their feelings on these experiences.

Responses about good feelings are generally related to job content (motivators), whereas responses about bad feelings are associated with job context (hygiene factor). Motivators involve factors built into the job itself, such as achievement, recognition, responsibility and advancement. Hygiene factors are extrinsic to the job, such as interpersonal relationships, salary, supervision and company policy (Herzberg, 1966) cited from (Teck-Hong and Waheed, 2011).

Herzberg perceived motivational and hygiene factors to be separated into two dimensions affecting separate aspects of job satisfaction. This belief differed from the traditional approach of viewing job satisfaction and dissatisfaction as opposite ends of the same continuum (Herzberg, 1966) cited from (Teck-Hong

and Waheed, 2011). Hygiene factors prevent dissatisfaction but they do not lead to satisfaction. They are necessary only to avoid bad feelings at work. On the other hand, motivators are the real factors that motivate employees at work

Table 2.1 Herzberg’s Motivation-Hygiene Theory

Motivators	Hygiene Factors	
<ul style="list-style-type: none">• Achievement• Recognition• Work Itself• Responsibility• Advancement• Growth	<ul style="list-style-type: none">• Supervision• Company Policy• Relationship with Supervisor• Working Conditions• Salary• Relationship with Peers• Personal Life• Relationship with Supervisor• Relationship with Subordinates• Status• Security	
Extremely Satisfied	Neutral	Extremely Dissatisfied

Source: Robbins, S.P. and Coulter, M. (2002). *Management (7th ed.)*, Prentice-Hall, Upper Saddle River, NJ.

Umar was quoted by Herzberg (1999) put forward the theory of two factors or often referred to as the Herzberg two-factor motivation theory. According to the workers in carrying out his work influenced two major factors that are needed, namely:

1. Maintenance Factor (Maintenance Factors or Hygiene Factors)

According to this theory there are a series of conditions that extrinsic circumstances which led to job dissatisfaction among employees. This condition is a factor that makes people dissatisfied, also called hygiene factors, because these factors are needed to maintain the lowest level, that level there is no certainty. This factor relates to the nature of the needs of workers who wish to acquire (peace) physical. This requirement will take place continuously, since this requirement will be back at ground zero after fulfilled. These factors include the maintenance of remuneration (salaries and wages), working conditions, company policies and administration, the certainty of work, interpersonal relationships (superiors and subordinates), quality supervision, work stability, and personal life.

2. Motivation Factor (motivational factor)

Motivational factors related to psychological needs associated with respect for the individual that is directly related to the job. This requirement includes a series of intrinsic conditions, job satisfaction gained in the work will encourage strong motivation, which can produce a good performance. These factors include achievement, recognition, work itself, responsibility, advancement, development of individual potential, the room is comfortable, and appropriate job placement.

Feldman and Daniel (1983) are jointly determined by both motivation and ability, this is important since it implies that beyond a certain level, lack of ability cannot be compensated for high motivation and conversely lack of motivation cannot be compensated for high level of ability. Both motivation and ability are necessary components of effective performance.

2.3 Job Satisfaction

2.3.1 Definition of Job Satisfaction

In doing the work, people always expect what they want in line with expectations in order to reach self-satisfaction. Satisfaction is individual and everyone has different levels of satisfaction. Job satisfaction is a feeling of support or not support experienced by employees when performing their jobs. Job satisfaction is also closely related to the form of feelings towards the work situation and relations with colleagues (Morrison, 1997).

Definition of job satisfaction is reinforced by the statement Gibson (2000) said that job satisfaction as the attitude of the workers about their jobs. This was the result of their perception of the job. Job satisfaction is an affective or emotional response toward various facets or aspects of a person's job so that job satisfaction is not a single concept. Someone relatively satisfied with one aspect of the job and are not satisfied with one or more other aspects.

Job Satisfaction explain employees ability to come to work, enjoyed and perform their job. In other opinion job satisfaction is about the outcome of the worker's appraisal of extent work environment fulfillment the individuals needs

(Salem et al, 2010). Saleem in his research also found that satisfaction of a person in his job acts as a motivation to work. (Velnampy,2008 in Saleem, 2010) cited job satisfaction contains positive influence on the performance of employees as it enhance job involvement and the higher performance also makes peoples feel more satisfied and committed to the organization. Job satisfaction and involvement of the employee leads him to have high levels of performance.

2.3.2 Theory of Job Satisfaction

According to Robbins (2003), job satisfaction is an individual's general attitude toward his or her job. Jobs require interaction with the co-workers and bosses, following organization rules, meeting performance standards, living with working conditions that are often less than ideal. These mean that an employee's assessment of how satisfied or dissatisfied he or she is with his job is a complex summation of a number of discrete job elements (Robbins, 2003). Factors influencing job satisfaction according to Robbins (2003) are:

1. Challenging Job

Employees tend to like jobs that give variety and opportunities to use one's skills. These characteristics make the job more challenging and interesting. If the job less in challenge, it feel bored. Too many challenges will create frustration since there are many barriers come needs to handle.

If in middle challenge, employee will feel enjoy, happiness and satisfied.

2. Proper Incentive

Employees want incentive system and promotion policy are conducted fairly. If incentive is seen as something fair based on job capacity and level of individual's skill, it is possible leads to satisfaction.

3. Support from Work Condition

Employees care with a good working environment for self comfortness and ease to do the job. Studies founded employees tend to like physical situation around their working environment which is not bothering.

4. Support from Co-workers

Humans need to have social interaction. Besides interaction between coworkers, leader also becomes major factor in increasing job satisfaction. Leader must have ability to motivate his followers since they will feel confident and eager to learn anything in order to give the best for the organization.

5. Job Fit

People like the job which congruent or fit with their personality. Chosen of the job make people realize on their talent. Appropriate skill in fulfilling job demand is necessary in order to success with what they did, and lead to high satisfaction in work. Job fitness with the personality will make someone appear confidently and convince to himself that he can do best with the job.

Job satisfaction associated with the level of employment means that employees who occupy high-level jobs tend to be more satisfied than employees who occupy jobs that are lower. That's because employees who work a higher

level showed good working ability in expressing their ideas and creative works. Job satisfaction is related to the size of the company's organization implies that the size of firms can affect the process of communication, coordination, and participation of employees so that it can affect employee job satisfaction (Robbins, 2003).

According to Davis and Newstrom (2001) argues there are some aspects that determine job satisfaction among employees:

1. Job itself

Include the opportunity to learn, and the opportunity to accept responsibility.

2. Salaries and bonuses.

Amount of wages received and the degree to which this can be seen as it is considered appropriate as compared with others in organization.

3. Promotion.

Opportunity for an employee to advance in the organization.

4. Oversight

Includes the ability of supervisors to provide technical assistance and support behaviors.

5. Coworkers.

Coworkers namely the degree to which socially supportive colleagues.

There are various theories that attempt to explain why employees are satisfied or dissatisfied with their jobs, and these theories are briefly explained below:

Equity Theory

Lawler (1994) defined equity theory as a motivation theory that gives information about the causes of satisfaction and dissatisfaction. Adams (1963, 1965) cited from Price M.E (2006) argued that satisfaction is determined and measured by an individual's perception of the input-outcome balance. An individual's input-outcome balance determines his/her reward and the reward determines the satisfaction. According to Lawler (1994), an employee will judge his/her input-outcome balance in a comparison with other employees' balances.

Equity theory Adams (1963) considers the employment situation as an exchange relationship of benefits /contributions between employers and employees, where benefits include pay, recognition and promotions. Contributions include employee's education, experience, effort, and ability (Daft, 2003). The principle governing equity theory suggests that people evaluate the fairness of their input/output balance by comparing it with their perception of the input/outcome balance of another, where this other may be another person, a class of people, an organization, or the individual relative to the individual's experiences from an earlier point in time.

The equity model postulates that under conditions of perceived equity the individual experiences job satisfaction. On the other hand, under conditions of

perceived inequity (under-rewarded or over-rewarded relative to others) the individual experiences dissatisfaction. A state of equity is therefore said to exist whenever the ratio of one person's outcomes to inputs equals the ratio of another's outcomes to inputs, (Daft, 2003).

According to Martin (2005) this can lead to tensions and some psychological discomfort. This may also be followed by a desire to do something about it or take action to as it were lessen the tension being experienced. Adams suggests actions that an employee could employ to ease the tensions: modify inputs, seek to modify outputs, modify perception of self, modify perception of comparator, change comparator or leave the situation. (Mullins, 2005). This is believed to restore a feeling of balance. Even though the equity theory is considered straight forward, it cannot cover every contingency (Martin, 2005). Martin further added that even where inequities are perceived, employees are able to tolerate it to some extent providing that the reasons for the inequity are justified.

The equity theory therefore has three implications for human resource managers according to (Martin, 2005). His assertion is that employees will make comparisons, which are subjective. Jobs must therefore be matched properly in terms of the wage/effort bargain. Additionally, managers must be open regarding the basis on which the rewards are made to avoid wrong conclusions about equity. Equity theory illustrates the importance of performance management and reward systems in which, the outcomes are seen by individuals as relevant.

Two- Factor Theory: Satisfaction and Dissatisfaction

The two-factor theory of job satisfaction describes the causes of satisfaction and dissatisfaction as being separate and distinct. Herzberg (1959) noted that factors associated with the individual's needs for psychological growth contribute to job satisfaction. On the other hand, factors that relate to the job context, such as pay supervision, can lead to job dissatisfaction when they are disrupted (Rivai, 2009). The core concept of the two-factor theory notes that satisfaction and dissatisfaction are on independent continua. One of which explains the direction of feelings from satisfied to neutral and the other running from dissatisfied to neutral (Lawyer 1995). Although the theory explains the determinants of job satisfaction and job dissatisfaction, it has not clearly shown why outcomes are attractive and which behaviors a person will display to obtain a desired outcome. Locke (1984) incorporated some concepts to delve into the job satisfaction construct. Igalens and Roussel (1999) refer to a discrepancy theory that proposed that the process of satisfaction could be explained by the distance between two perceptions concerning aspects of what an individual values (Rivai, 2009).

Morrison (1997) also defines job satisfaction as a positive emotional state and the fun that results from an assessment of a job or work experience. Job satisfaction can be divided into three areas in general outline, which is the value that is owned or expected by the individual, the perception of how organizations have found that these values and connectedness are important to the individual.

2.4 Hypotheses

2.4.1 Relationship Between Motivation and Job Satisfaction

The relationship between job satisfaction and motivation at work has been one of the widely researched areas in the field of management in relation to different professions. According to Khan (1997) in Ayub (2011), in the current business environment, organizations in all industries are experiencing rapid change, which is accelerating at an enormous speed. Employee motivation and job satisfaction cannot be isolated, but they complement each other and respond to different organizational variables like productivity and working conditions.

Employee and job satisfaction depends on people's insight and behavior at the work place which is driven by a set of intrinsic, extrinsic needs and by their view of numerous job-related and organization related attitudes. Hoole and Vermeulen (2003) in Ayub (2011) found that the extent to which people are motivated by outward signs of position, status and due regard for rank, is positively related to their experience of job satisfaction. Chess (1994) in Ayub (2011), reported that certain motivational factors contribute to the prediction of job satisfaction. Work motivation and job satisfaction reported that certain motivational factors contribute to the prediction of job satisfaction.

H1 : Motivation has significant effect on job satisfaction

2.4.2 Relationship between Job Satisfaction and Employee Performance

Job satisfaction is high or both will make employees more loyal to companies or organizations. The more motivated at work, working with a sense of

calm, and more importantly a high job satisfaction would increase the likelihood of achieving the expected productivity. Employees who feel dissatisfied with their job, tend to perform or avoidant themselves from work situations both physically and psychologically. This can be interpreted if used as a benchmark satisfaction for employees to work with the feeling satisfied or not satisfied in her work environment (Morrison,1997).

Based on Northouse (2003) there are three effects of job satisfaction on employee performance:

a. Satisfaction and Productivity

At individual level, the evidence suggest that the reserve to be more accurate that productivity is likely to lead to satisfaction. If it is been from the individual level to that organization, there is renewed support to the original satisfaction performance relationship. Organizations with more satisfied employees tend to be more effective than organizations with fewer satisfied employee.

b. Satisfaction and Absenteeism

There is a negative relationship between satisfaction and absenteeism. While it certainly make sense that dissatisfied employees are more likely to miss work, other factors have an impact on the relationship and reduce the correlation coefficient.

c. Satisfaction and Turnover

Satisfaction is also negatively related to turnover, but the correlation is stronger than absenteeism. Job Satisfaction is more important in influencing poor performer to stay than superior performers.

Morrison (1997) said the factors of job satisfaction has a positive effect on factors reliable (dependable) performance is a factor of self-reliance, responsibility, promotion, good relations with superiors, and salary / benefits. Instead of job satisfaction factors that negatively affect the factors reliable (dependable) performance is a factor of variation of the work, coworkers, boss abilities, the company's policy. Based on the journal also said satisfaction will result in improve performance.

H2 : Job satisfaction has a positive impact toward employee performance

2.4.2 Relationship between Motivation and Performance

Motivation affects an individual's performance in the company. In this case there is a relationship between motivation to performance as formulated by David and Newstroom (1995) which states:

Human Performance: Ability + Performance

Motivation: Attitude + Situation

Ability: Knowledge + Skill

Ajila and Abiola (2007) in Gana et al (2011) showed that workers who received incentives performed better than those who did not receive. And workers exhibited productive work behavior when motivational incentives were made

contingent upon performance. The work of Akerele (1991) can also said to have corroborated the findings of this study. He observed that poor motivation in relation to profits made by organization.

H3 : Motivation has a significant effect on employee performance

2.8 The relationship between motivation to performance (job satisfaction as mediator)

Robert L. Mathis and John H. Jackson (2006) states the factors that affect the individual performance of labor, namely: (1) Their capabilities, (2) Motivation, (3) Support received, (4) The existence of the work they do, and (5) Their relationship with the organization. Based on definition above, can be explained that the performance is the quality and quantity of the work (output) of individuals and groups in a particular activity caused by natural ability or capacity gained from the process of learning and desire to excel.

Suprpto (2009) in his Research, has found that Interactive between motivation to satisfaction as a moderating variable has no significant the performance of district employees Eromoko Wonogiri, then satisfaction is not a moderating variables that moderate the relationship between motivation on performance. satisfaction is independent variables which affect positive and significant impact on the performance. satisfaction is dominant variable in the model regression.

H4 : Job satisfaction doesn't has a significant effect as mediating in relationship between motivation and performance.

2.9 Previous Study

Kamar (2011) in his study entitled "The impact Reward System on Employee's Performance" Discussed about term of reward system that had been conducting by Elang Perkasa Motor in order to evaluate employees performance. Kamar said the company's productivity affected by reward system, because reward system will influence the performance of employee. The performance of company cannot be separated with performance of employee in an organization and the availability of motivation.

Risanti (2011) research about examine the mediating role of job satisfaction in the relationship between justice perception and motivation of nurses. try to elaborate the effect of justice perception on job satisfaction of nurses who work at private hospitals in Padang, To investigate the nurses reactions toward justice perception and its impact on overall nurse's motivation at private hospitals in Padang.

Suprpto in his journal examined the effect of compensation and motivation toward employee performance which used job satisfaction as moderating variable. He This research aim to know influence by partial motivation and interest to officer performance, and also to know do satisfaction strengthen interest influence and motivation by partial to officer performance District of Eromoko Sub-Province Wonogiri, with amount of entirety sample 55 responder. At beginning, he create hypothesis that job satisfaction has significant effect between motivation and employee performance, but after do a research, that hypothesis is not proven.

Table 2.2:

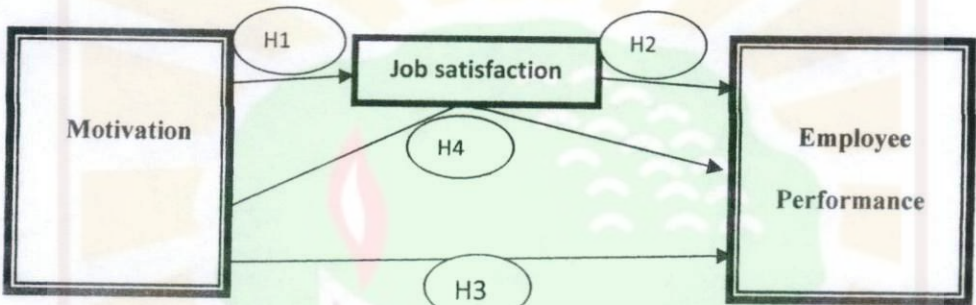
No	Title	Equation	Different
1	Afela Risanti (2011) "Mediating role of job satisfaction in the relationship between justice perception and motivation of nurses who work at private hospital in Padang."	Used the same variable such as; motivation and job satisfaction (mediating variable).	<p>*Risanti focus on nurse who work in private hospital in Padang and job satisfaction as mediating in her research.</p> <p>*Risanti also concern to the nurses reactions toward justice perception and its impact on overall nurse's motivation at private hospital in Padang?</p>
2	Liska Afrianto Kamar (2011) "The Impact of Reward System on Employee's Performance"	Variable that used is same, it is employee performance.	<p>-Kamar's research about impact of reward system on employee performance, only used two variables.</p> <p>-More focus on reward system that conducting by Elang Perasa Motor for they employees.</p>
3	Suprpto (2009) in his journal examined the effect of compensation and motivation toward employee performance which used job satisfaction as moderating variable	This Journal observe some variables; Motivation, Job satisfaction as mediator and employee performance.	<p>-This Journal use other variable, it's compensation.</p> <p>- Suprpto also did his reaserch in other city with more little samples.</p>

In a study by the author, there are things that become more distinctive than the previous studies, the other studies such as services and franchisee industry but in my study it's conducted in one of government agency in Padang- West

Sumatera who works very different climate with previous studies. More detail can be seen from the resume in table 2.3 Literature Review

2.10 Theoretical Model of the Research

On the basis of review of the literature above, the researcher portrays a theoretical model of the research as follows:



CHAPTER III

RESEARCH METHOD

3.1 Research Design

The representation of the proposed research framework explained the pattern and structure of relationships among the set of measured variables. The research questions and hypotheses clearly support this research framework. In this research will use quantitative research model which will determine the interaction between all variables. It will lead to one way interaction between the researchers with the sample of this research and in this case are employee performance, job satisfaction, and motivation.

Quantitative research design had been selected in order to find out the appropriate answers to the research questions and to test the hypotheses. The research framework also suggested this type of design. Here, the effect of motivation and job satisfaction toward the performance of employees will investigate in this research.

3.2 Location of the Research

This research will be conducted at Local government, Badan Kepegawaian Daerah (BKD) where located in shopping complex the terminal of Air Pacah Padang, West Sumatera.

3.3 Population and Sample

3.3.1 Population

Population according to Sugiyono (1999) is the generalization that consists over the object or subject that has certain qualities and characteristics defined by the researchers to learn and then draw conclusions. Population in this study were all permanent employees which work for BKD (Air Pacah).

3.2.2 Sample

The sample of research study will be drawn from employee, Based on data from BKD, there are 77 employee, consist of 64 permanent and 13 honour employees that work in there. Among the population, the researcher decided to use Probability Sampling method, with unrestricted or choose the target sample randomly is based on Sekaran (2003) explain about sample size, the rules of thumb for determining sample size:

1. Sample size larger than 30 and less than 500 are appropriate for most research.
2. Where samples are to be broken into subsamples; (male/females, juniors/seniors, etc.), a minimum sample size of 50 for each category is necessary.
3. In multivariate research (including multiple regression analysis), the sample size should be several times (preferably 10 times or more) as large as the number of variables in the study.

Convenience sampling design of the research is used to obtain information from specific target groups and conveniently available. Sekaran (2003) says that “the sampling here-purposive sampling is confined to specific types of who can provide the desire information, either because they are the only ones who have it or conform to some criteria set by the researcher. In this research, the samples are 64 respondents employees of BKD. Sekaran (2003) refers convenience sampling as the collection of information from members of the population who are conveniently available to provide it.

3.4 Types and Sources of Data

3.4.1 Types of Data

The type of data retrieved in this study are:

1. **Primary Data**

Primary data is data taken from the respondents that the answer to the questionnaire given to respondents, including employee performance, motivation and job satisfaction. The data are then tabulated and analyzed for statistical testing in this study.

2. **Secondary Data**

Secondary data is data obtained from the company that became a general condition of the company.

3.4.2 Source of Data

Source of data used in this study is Field Research, which collects data directly to the company being investigated by conducting interviews with respondents.

3.5 Data Collection Technique

Collecting data in this study conducted by survey method. Instrument that is used consist of three sets of variables namely job satisfaction, motivation, and performance of employees BKD Padang West Sumatra. Data collection techniques used is questionnaires. Type of questionnaire is a questionnaire used in the form of closed questions where the answers to any questions presented to respondents was available. Enough so that respondents choose the answer that there are alternatives. It also provided open-ended questions to reinforce the statement given.

3.6 Research Variable and Measurement

3.6.1 Research Variables

The variable uses in this research are:

- Dependent Variable : Organizational Commitment
- Intervening Variable : Job Satisfaction
- Independent Variable : Organizational Culture

3.6.2 Measurement

Measurements of employee performance, motivation, job satisfaction who work at BKD were adopted and developed on the basis of established existing variables from previous studies. Motivation will be measured by using 8 items adopted from <http://jannahprojects> in Saleem Rizwan et al (2010), Job satisfaction variable will be measured with 5 item or questions of Brayfield and Rothe's job satisfaction scale (An index of job satisfaction. Journal of applied Psychology, 35,

307-311), and perceptions of employee performance 11 items adopted from Tsui, Pearce, Porter, and Tripoli (1997) in Kamar (2011).

Rating scales of this research are questionnaire's questions based on Likert's Scales where they are designed to examine how strong the subjects agree or disagree with the statements on a 5-point scale from "not at all until always" and "strongly agree until strongly disagree" (Sekaran, 2003).

3.7 Operational Definition

Operational definition is a process for identification of an object by distinguishing it from its background of empirical experience. In this research the operational definition refer on the variables measurement and items of each variable. Operation definition describes the definition of each variable in this research. There are Three variables; Employee Performance (EP), motivation (MT), job satisfaction (JS), and. Each variables consist of items which directly used became research questions.

Table 3.1 Operational Definition

Variable	Definition	Indicator	Indicator	Quest Number	Number of Item
Employee Performance	Performance basically is what the employee has done or things not done (Mathis and Jackson, 2006).	1. Basic task performance	1. Quantity 2. Quality 3. Efficiency 4. Professional Standard (source: Tsui et al, 1997)	1 2,4 & 5 3 6	11 Items (Likert's Scale)
		2. Individual overall performance	1. Ability 2. Judgement 3. Accuracy 4. Job Knowledge 5. Creativity (source: greenhaus et al, 1990)	7 8 9 10 11	

Source: Tsui et al (1997) in Kamar (2011)

Variable	Definition	Dimention	Indicator	Quest Number	Number of Item
Job Satisfaction	Job Satisfaction is an individual's general attitude toward his or her job (Robbins, 2003).		1. Challenging Job 2. Proper Incentive 3. Support from Work Condition 4. Support from Co-Worker 5. Job Fit	2 1 5 4 3	5 Items (Likert's Scale)

Adapted from Brayfield and Rothe's (1951). An index of job satisfaction. Journal of applied Psychology

Variable	Definition	Dimension	Indicator	Quest Item	Numb of Item
Motivation	An accumulation of different processes which influence and direct our behavior to achieve some specific goal (Baron, 1983)	1. Hygiene Factors	1. Company policy 2. Personal life	1 7	8 Items (Likert's Scale)
		2. Motivators	1. Achievement 2. Recognition 3. Work itself 4. Responsibility 5. Advancement 6. Growth	6 3 2 4 5 8	

Source: <http://Jinnahprojects.com> in Saleem et al(2010)

3.8 Data Analysis

The data will be analyzed using structural equation model (SEM) by using the PASW Statistic application software (SPSS) v18 for windows operation system.

3.8.1 Validity and Reliability Testing

Validity testing is purposed to establish the goodness of measurement, whether we are measuring the right things or not. Each measurement variable was tested using principal component analysis (PCA) to assess whether the items represent a single underlying construct. The items with factor loading 0.40 or greater are considered valid (Hair et al. 1998) cited from Rifai (2005).

Reliability testing is purposed to see how well the items measuring a concept hang together as a set. *Cronbach's Alphas* is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. The answer consistency showed by the degree of *Cronbach's Alphas*. The closer the

reliability coefficient gets to 1,0, the better. In general, reliabilities less than 0,6 are considered to be poor, those in the 0,7 range, acceptable, and those over 0,8 good (Sekaran, 2003).

3.8.2 Normality Testing

Normality testing purposed to know how well the data distribution toward variables measured. Good and proper data is the data that has normal distribution. This research using P-P (Probability-Probability) plot to test the normality of distribution. The probability-probability plot (P-P plot or percent plot) compares an empirical cumulative distribution function of a variable with a specific theoretical cumulative distribution function (Park, 2008). If two distributions match, the points on the plot will form a linear pattern passing through the origin with a unit slope (Park, 2008).

3.8.3 Descriptive Analysis

The purpose is to describe the characteristic of each variable. Data analyzed by measuring frequency. Through calculating the tendency of empirical nominal data descriptive into mean value and percentage from. The result of descriptive analysis used to support the interpretation of result from other technical analysis.

Meanwhile, to find the degree respondent contribution (TCR) used:

$$TCR = \frac{\text{mean}}{5}$$

Arikunto (2002) mentioned that characteristic for respondent answers are:

- a. If TCR 80% - 100% = High
- b. If TCR 60% - 79% = High Enough
- c. If TCR 40 % - 59% = Quite Low
- d. If TCR 20% - 39% = Low
- e. If TCR < 20% = Very Low

3.8.4 Simple Linear Regressions Analysis

Simple linear regression is the least squares estimator of a linear regression model with a single explanatory variable. This method will be used to test the relationship of Motivation, Job satisfaction, and Employee Performance.

3.8.5 Hierarchical Regression Analysis

Causal step method is a statistical technique that used to investigate the role of mediating variable (M) in the relationship between independent variable (X) and dependent variable (Y). Baron and Kenny (1986) indicate that in testing the variable using causal step method, researcher should estimating three regression equation as follows:

1. Simple regression of mediating variable (M) on independent variable (X). $M = i_1 + a X + e_1$
2. Simple regression of dependent variable (Y) on independent variable (X). $Y = i_2 + c X + e_2$
3. Multiple regression of dependent variable (Y) on both independent variable (X) and mediating variable (M).

$$Y = i_3 + c'X + bM + e_3$$

Where i refers to coefficient intercepts.

Based on the results of the third regression model estimation, there are several requirements that must be met to achieve mediation.

First, the independent variable must significantly affect the mediator variable in the first equation, so the coefficient $a \neq 0$,

Second, the independent variable must significantly affect the dependent variable in the second equation, so the coefficient $c \neq 0$, and

Third, the mediator variable must significantly affect the dependent variable in the equation third, so the coefficient $b \neq 0$.

Mediation occurs if the effect of the independent variable on the dependent variable was lower in the third equation (c') than in the second equation (c) (Baron and Kenny, 1986).

Actually, the coefficients a and b are significant enough to indicate the presence of mediation, although not significant c . So the stage is essential in testing mediasi step 2 and step 3, (1) the independent variable affects the mediator, and (2) the mediator affects the dependent though independent not affect the dependent (Kenny et al., 1998 in Larsman., 2006; Kenny., 2008; McKinnon., 2008). If step 2 and step 3 are met and the coefficient c' not significant ($c' = 0$) then there is perfect or complete mediation. If the coefficient c' is reduced but still significant ($c' \neq 0$) then declared partial mediation occurs (Kenny., 2008; Preacher and Hayes., 2004).

CHAPTER IV

RESULTS AND DISCUSSION

4.1 Overview of Research Object

BKD is the agency that the administration of employment in both the municipalities and the regional government in the District / City. BKD has the authority to organize the management of employment, conduct training, employee development, and organize the formation of standards and also the provision of information systems employment. Besides that, BKD is also entrusted with the authority to organize the appointment and dismissal of civil servants, the preparation and adoption civil servants formation, procurement, promotion, removal of structural position and carry out training for civil servants positions.

BKD was formed after the 1999 regional autonomy. agency of employee who deal administration good governance in local government areas of district / city and local government province. Most of BKD are in the district and city level province while many are using the bureau of employment. According to the stronghold of the local government with the authority to set staffing ranging from recruitment to retirement of personnel in the district or city. BKD formation is generally based on the respective local regulations. Prior to the implementation of regional autonomy in all matters civil central government, while in the area just as the executor of employment administration of central government policy.

Vision and Mission Badan Kepegawaian Daerah (BKD) Padang

1. Vision of BKD Padang

To realization the employee qualified human resources through the development and guidance through coaching and professional development employment 2014. This means that the field of management of personnel management including planning, procurement, construction, development and retirement, resulting in excellent service to all civil servants.

2. Mission of BKD are:

- a) Improve the quality and employee recruitment.
- b) Conduct an employee restructuring efforts.
- c) Improve employee training and development.
- d) Increase employee discipline.

Based on BKD guidebooks 2010, Regional Personnel Agency was formed by PERDA Padang No. 17 of 2008 on the establishment of the organization and functioning of the Inspectorate, the Regional Development Planning Agency and the Technical Institute of Padang city. BKD duty to assist the Mayor in developing the area to be able to carry out employment management of civil servants in Padang. Its function is to formulate policies and organize employee technical administration services of Padang city. To run the management authority is then required employment management in the Padang city.

4.2 Respondents Characteristic

The questionnaires for this research was distributed in the late of Mey 2012 to the civil servant at BKD Padang. The number of the questionnaires distributed are 77 copies. The returned questionnaire are 64 copies. The valid questioner that can be processed are 64 copies. The following questioner result is presented based on each item of respondent characteristic.

The table below shown that the respondent of this research are consist of 19 males (29.7 %) and 45 females (70.3 %) from total of 64 respondents. The majority of the respondents' age in the research is the respondent with age around 35 - 45 years with number of 25 respondents (39.1 %), followed by 22 respondents with age more than 46 years (34.4 %), then 15 respondents with age around 25 – 35 years (23.4 %) and last 2 respondents with age less than 25 years (3.1 %). Respondent at BKD are consist of 62 married respondents (96.9 %) and 2 respondents which are not married (3.1 %).

For the beginning of the respondents are 9 respondents (14.1 %) are graduated from senior high school, 8 respondents (12.5%) have Diploma degree, 33 respondents (51.6 %) have S1 degree and 14 peoples (21.9%) respondents have Master degree. From total of 64 respondents, all of the respondents are from Badan Kepegawaian Daerah in Padang (100 %). The respondent that is serving as civil servant for 0 – 5 years are 8 respondents (12.5 %), for 6 – 10 years are 8 respondents (12.5 %), for 11 – 20 years are 23 respondents (35.9 %) and serving for over than 20 years are 25 respondents (39.1 %).

The table bellow shown that based on their serving period on BKD the respondents who serve for 0 – 5 years are consist of 19 respondents (29.7 %), for 6 – 10 years consist of 33 respondents (51.6 %), for 11 – 20 years consist of 10 respondents (15.6 %), and people who serve for more than 20 years consist of 2 respondents (3.1 %). From total of 64 respondents, all of the respondents from are PNS (100 %). As shown in the table 4, Respondents with rank II A are 2 with percentage (3,1%), 1 respondent with rank II B (1.6%), Followed by 1 respondent in II C rank (1.6%), then 3 respondents with rank II D (4.7%), 10 are III A rank (15.6%), 15 are III B rank (23.4%), for III C rank are 9 respondents (14.1%), 16 respondents are III D rank (25,0%), around 3 respondents are IV A (4.7%), for IV B are 2 respondents (3.1%), and 2 respondents are IV C (3.1%).

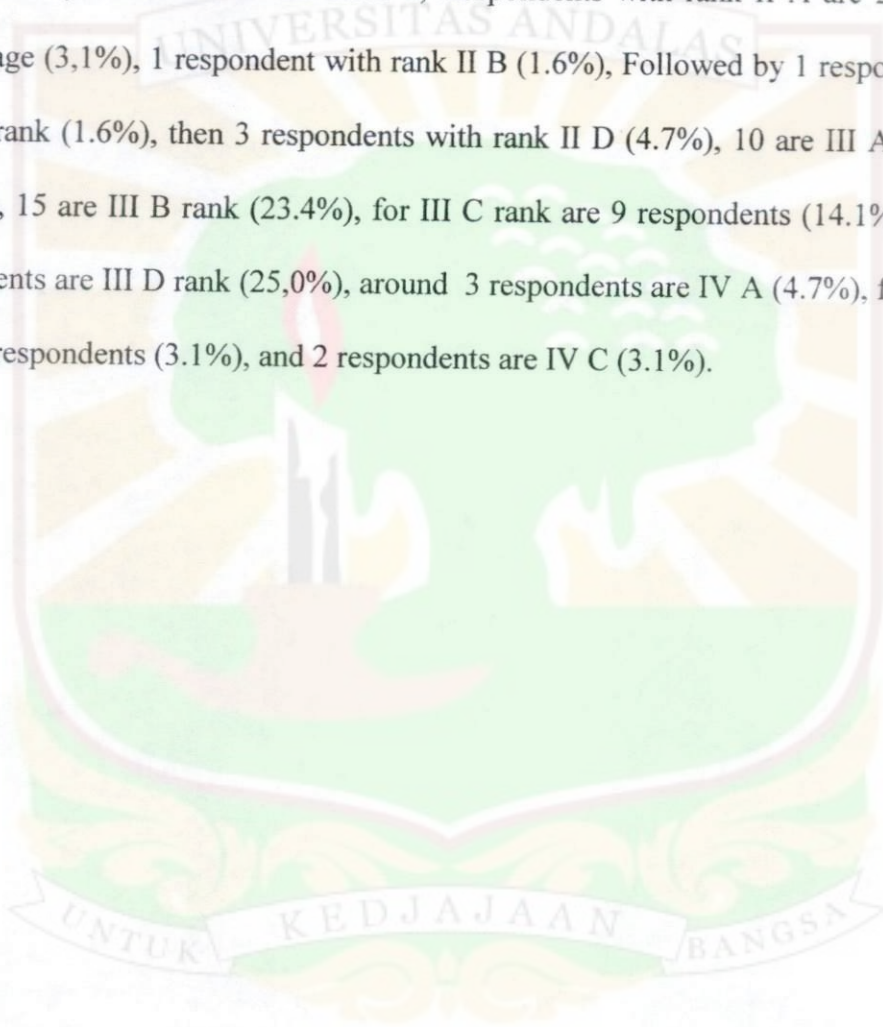


Table 4.1 Description of Respondent Characteristics

	Demographic	Frequency	Percent
Gender	Male	19	29.7
	Female	45	70.3
	Total	64	100
Age	Less or equal 25 years old	2	3.1
	26-35 years old	15	23.4
	36-45 years old	25	39.1
	More than 46 years old	22	34.4
	Total	64	100
Marital Status	Married	62	96.9
	Unmarried	2	3.1
	Total	64	100
Latest Education	Senior High	9	14.1
	Diploma	8	12.5
	S1	33	51.6
	Master Degree	14	21.9
	Total	64	100
Department	Badan Kepegawaian Daerah	64	100
	Total	64	100
Serving Period as Civil Servant	0-5 Years	8	12.5
	6-10 Years	8	12.5
	11-20 Years	23	35.9
	More than 20 Years	25	39.1
	Total	64	100
Serving Period in Current Department	0-5 Years	19	29.7
	6-10 Years	33	51.6
	11-20 Years	10	15.6
	More than 20 Years	2	3.1
	Total	64	100
Employment Status	PNS	64	100
	Total	64	100
Position	Kepala	1	1.6
	Sekretaris	1	1.6
	Kepala Bagian	6	9.4
	Kepala Sub Bagian	8	12.5
	Fungsional Umum	48	75.0
	Total	64	100
Rank	II A	2	3.1
	II B	1	1.6
	II C	1	1.6
	II D	3	4.7
	III A	10	15.6
	III B	15	23.4
	III C	9	14.1
	III D	16	25.0
	IV A	3	4.7
	IV B	2	3.1
	IV C	2	3.1
	Total	64	100

Source: Survey Data

4.2 Frequency Distribution of Respondents

4.3.1. Analysis of Motivation Attributes

Table 4.11 below presents the frequency distribution of respondents based on Motivation Indicators.

Table 4.2
Frequency Distribution of Respondents Based on Motivation Attributes
(N = 64)

No.	Indicators	Respondent's Answer					Mean	TCR
		Not at all	Rarely	Some-times	Often	Always		
1	Company Policy	1 (1.6%)	2 (3.1%)	13 (20.3%)	27 (42.2%)	21 (32.8%)	4	High
2	Work it Self	1 (1.6%)	3 (4.7%)	19 (29.7%)	27 (42.2%)	14 (21.9%)	3.8	High enough
3	Recognition	1 (1.6%)	0	7 (10.9%)	31 (48.4%)	25 (39.1%)	4.2	High
4	Responsibility	2 (1.6%)	0	6 (9.4%)	28 (43.8%)	28 (43.8%)	4.3	High
5	Advancement	11 (17.2%)	16 (25%)	18 (28.1%)	14 (21.9%)	5 (7.8%)	2.8	Quite Low
6	Accuracy	0	3 (4.7%)	9 (14.1%)	25 (39.1%)	27 (42.2%)	4.2	High
7	Personal Life	18 (28.1%)	10 (15.6%)	18 (28.1%)	13 (20.3%)	5 (7.8%)	2.6	Quite low
8	Growth	4 (6.3%)	8 (12.5%)	18 (28.1%)	25 (39.1%)	9 (14.1%)	3.4	High enough
Grand Mean							3.7	

Source: Survey Data

From the table above we can conclude, For the hygiene factor (Question 1 and 7) employees have a high level of awareness of the regulations of the company (mean 4 and high TCR). but contrary to their personal life, they do not

want to complicate their personal life while being at home with issues that occur in the office (mean 2.6 and Quite low TCR). Frequency distribution of motivation also explain motivators dimension (question 2,3,4,5,6 and 8), with the result BKD employees has a big responsibility with do not blame others for mistakes that they donned (mean 4.3, high TCR) . Lack of advancement to low employee motivation, they lack the person as a role model and guide for a place to ask employees who are still in doubt (mean 2.8 and quite low TCR).

4.3.2 Analysis of Job Satisfaction Attributes

Table 4.12 below presents the frequency distribution of respondents based on Organizational Culture Indicators.

Table 4.3
Frequency Distribution of Respondents Based on Job Satisfaction Attributes
Attributes (N = 64)

N o.	Indicators	Respondent's Answer					Mean	TCR
		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree		
1	Proper Incentive	0	0	10 (15.6%)	47 (73.4%)	7 (10.9%)	4	High
2	Challenging Job	3 (4.7%)	6 (9.4%)	11 (17.2%)	43 (67.2%)	1 (1.6%)	3.5	High Enough
3	Job Fit	0	4 (6.3%)	16 (25%)	38 (59.4%)	6 (9.4%)	3.7	High Enough
4	Support From Co- worker	0	10 (15.6%)	13 (20.3%)	38 (59.4%)	3 (4.7%)	3.5	High Enough
5	Support from Work Condition	0	7 (10.9%)	11 (17.2%)	41 (64.1%)	5 (7.8%)	3.7	High Enough
Grand Mean							3.7	

Source: Survey Data

Overall job satisfaction are intended above frequency distribution is quite high, but if the proper incentive to describe the mean 4 and 80% TCR were the highest one. Factors that make employees at BKD a little bit unsatisfied are challenging job and support from co-worker at 3.5 mean and 70% TCR or high enough.

4.3.3 Analysis of Employee Performance Attributes

Table 4.13 below presents the frequency distribution of respondents based on Employee performance Indicators.

Table 4.4
Frequency Distribution of Respondents Based on Employee Performance Attributes (N = 64)

N o.	Indicators	Respondent's Answer					Mean	TCR
		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree		
1	Quantity	3 (4.7%)	15 (23.4%)	13 (20.3%)	27 (42.2%)	6 (9.4%)	4	High
2	Quality	0	19 (29.7%)	16 (25%)	23 (35.9%)	6 (9.4%)	3.7	High Enough
3	efficiency	0	16 (25%)	14 (21.9%)	27 (42.2%)	7 (10.9%)	1.8	Low
4	Quality	1 (1.6%)	15 (23.4%)	16 (25%)	27 (42.2%)	5 (7.8%)	3.7	High Enough
5	Quality	0	3 (4.7%)	9 (14.1%)	44 (68.8%)	8 (12.1%)	3.2	High Enough
6	Professional standard	0	4 (6.3%)	13 (20.3%)	41 (64.1%)	6 (9.4%)	3.8	High Enough
7	Ability	0	1 (1.6%)	12 (18.8%)	46 (71.9%)	5 (7.8%)	3.1	High Enough
8	Judgment	0	2 (3.1%)	7 (10.9%)	49 (76.6%)	6 (9.4%)	3.8	High Enough
9	Accuracy	0	0	15 (23.4%)	47 (73.4%)	2 (3.1%)	2.9	Quite Low
10	Job Knowledge	0	2 (3.1%)	6 (9.4)	52 (81.3%)	4 (6.3%)	3.6	High Enough
11	Creativity	0	1 (1.6%)	13 (20.3%)	48 (75%)	2 (3.1%)	2.4	Quite Low
Grand Mean							3.3	

Source: Survey Data

Employee performance are divided into two dimensions, are; basic task performance (question number 1,2,3,4,5, and 6). For the work quantity of the employee are high but they don't have efficiency in their work.

The other dimension is individual overall performance (quest. Number 7,8,9,10,and 11). At 3.8 mean and high enough TCR, judgment of employees is good but they need to increase their creativity because it's too low at 2.4 mean and 48% TCR or quite low.

4.4 Validity Testing

The Validity of the instruments is tested by using Principal Component Analysis (PCA). Those item with factor loading 0.40 or greater are considered valid (Hair et al, 1998; Rifai,2005)

4.4.1 Validity Testing for Motivation Attributes

Table 4.5
Validity Testing of Motivation

	Component		
	1	2	3
X1	.733	-.327	.204
X2	.741	-.008	.173
X3	.819	-.110	.017
X4	.569	.567	-.446
X5	.034	.416	.750
X6	.713	.340	-.296
X7	-.316	.793	.131
X8	.450	.018	.421

Motivation instrument have 8 items, PCA shown that this instrument is not representing single underlying construct but three. Items number 5 and 7 are having factor loading below 0.40 (see appendix 2 for details). Thus, these two items are dropped from the instrument.

4.4.2 Validity Testing for Job Satisfaction Attributes

Table 4.6
Validity Testing of Job satisfaction

	Component	
	1	
JS1		.588
JS2		.798
JS3		.508
JS4		.862
JS5		.673

The 5 item of job satisfaction instrument are showing one single construct after the PCA shown that all the items are greater than 0.40 and considered valid (see appendix 2 for details).

4.4.3 Validity Testing for Employee Performance Attributes

Table 4.7
Validity Testing of Employee Performance

	Component		
	1	2	3
Performance1	.764	-.470	-.011
Performance2	.765	-.428	-.366
Performance3	.806	-.276	-.257
Performance4	.827	-.276	-.144
Performance5	.577	-.116	.667
Performance6	.621	-.023	.610
Performance7	.487	.230	-.150
Performance8	.452	.564	-.121
Performance9	.416	.702	-.183
Performance10	.540	.568	.141
Performance11	.427	.593	-.050

Employee Performance have 11 items, showing not single construct but three after PCA. All of the items having factor loading greater than 0.40 and considered valid (see appendix 2 for details).

4.5 Reliability Testing

The aim of internal reliability testing is to see how well the items measuring a concept hang together as a set. The answer consistency showed by degree of *Cronbach's Alphas* that indicate how well the items in a set are positively correlated to one another. The data values between 0.60-1.00 are considered to be reliable.

Table 4.8 presented the result of reliability test of motivation, job satisfaction, and employee performance attributes. All of the instrument used are considered reliable with *Cronbach's Alpha* value greater than 0.60 and lower than 1.00.

Table 4.8
Result of Reliability Testing

Variables	Cronbach's Alpha	Number of Valid Items	Judgment
Motivation	0.752	6	Acceptable
Job Satisfaction	0.729	5	Acceptable
Employee Performance	0.843	11	Good

Source: PASW Statistic 18 output

4.6 Normality Testing

This Research is using the P-P plot (probability-probability plot) or percent plot to compares an empirical cumulative distribution function of a variable with a specific theoretical cumulative distribution function (Park,2008).

The figure bellow showed the P-P plots of each three variables.

Figure 4.1

P-P Plot of Motivation Variable

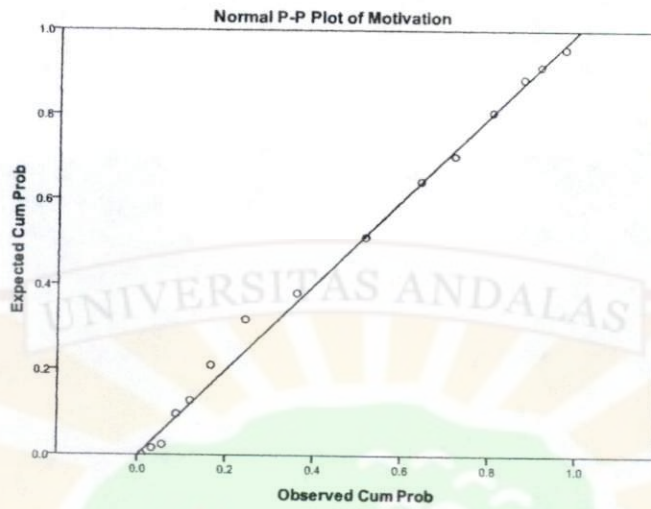


Figure 4.2

P-P Plots of Job Satisfaction Variables

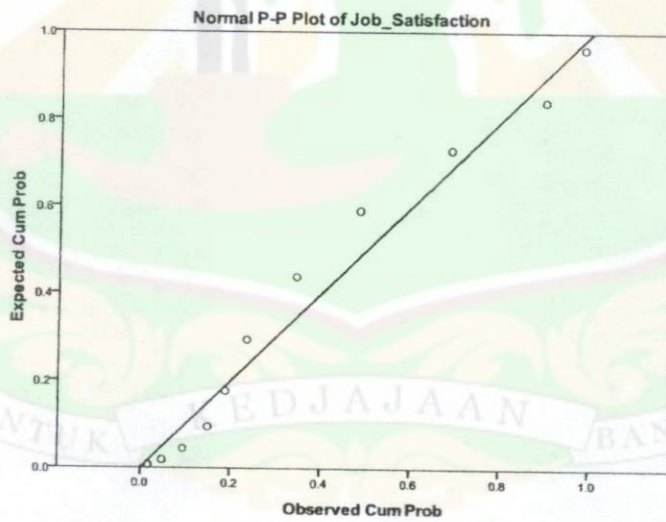
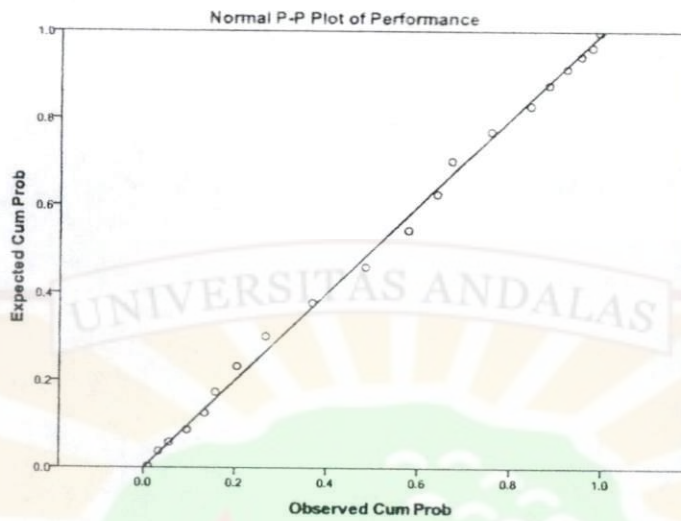


Figure 4.3

P-P Plots of Employee Performance variable



The figure above showed that the P-P plot of each three variable (motivation, Job satisfaction, and performance) forming a linear pattern passing through an origin with unit slope, it's explain the data was distributed normally in this research.

4.7 Testing of Hypotheses

4.7.1 Variable Motivation and Job Satisfaction

The first hypothesis (H1) testing is done by using simple linear regression between the two variables. The result of the regression showed by the table 4.9.

Table 4.9
Regression Result between Motivation and Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.670	.361		4.623	.000
Motivation	.505	.090	.582	5.631	.000

a. Dependent Variable: Job_Satisfaction

Source: PASW Statistic 18.0 output

From the regression analysis result obtained value of t-count is 5.631 and have the positive relationship, it shown the data of B Colum is positive 0,505 with the standard error 0.090. If the motivation increase, then job satisfaction will increase. Based on the table showed, motivation have significant effect to job satisfaction (< 0.05) This indicates that motivation has significant effect on job satisfaction, *Thus the first hypothesis (H1) in this study is supported.*

4.7.2 Variable Job Satisfaction and Employee Performance

Table 4.10
Regression Result between Job Satisfaction and Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.228	.393		5.675	.000
Job Satisfaction	.386	.106	.421	3.655	.001

a. Dependent Variable: Performance

Source: PASW statistic 18.0 output

From the result obtained by regression analysis, coefficient regression for job satisfaction is positive at 0.386 with a standard error 0.106. The value of T-

count is 3.655 with a significant of 0.001 (<0.05), this indicates that job satisfaction have positive and significant effect of performance. Thus, the hypothesis two (H2) in this study is supported.

4.7.3 Variable Motivation and Employee Performance

Table 4.11
Regression Result between Motivation and Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.330	.370		6.295	.000
Motivation	.331	.092	.416	3.600	.001

a. Dependent Variable: Performance

Source: PASW statistic 18.0 output

Result of motivation and performance showed coefficient regression for motivation is positive at 0.331 with a standard error 0.092. this mean motivation have a positive impact on employee performance, it means the higher the level of motivation then the higher the level of employee performance will be.

The value of T-count is 3.600 with significant 0.001 (<0.05), this indicates that motivation have positive and significant effect on employee performance. Thus, the third hypothesis (H3) in this study is supported.

4.7.4 Hierarchical Regression between Motivation and Employee Performance and Job Satisfaction as Mediating Variable.

The fourth hypotheses are done by using hierarchical regression. According to Baron and Kenny (1986) as cited from Lok & Crawford (2001), evidence for the mediating variable effects between a particular independent variable (X) is provided if the following condition hold:

1. In the regression of mediating variable (M) on independent variable (X), X has a statistically significant influence on M. So coefficient $a \neq 0$.
2. In the regression of dependent variable (Y) on independent variable (X), X has a statistically significant influence on Y. So coefficient $c \neq 0$.
3. In the multiple regression of dependent variable (Y) on both independent variable (X) and mediating variable (M), M has statistically influence on Y. So coefficient $b \neq 0$.

The regression result will be shown in the following table.

Table 4.12
Model Summary of Hierarchical Regression

Coefficients ^a				
Model	R	R Square	Adjust R Square	Std. Error of the estimate
1	.416 ^a	.173	.160	.43677
2	.471 ^b	.221	.169	.42722

a. Predictors: (Constant), Motivation

b. Predictors: (Constant), Motivation, Job_Satisfaction

c. Dependent Variable: Performance

From the table above, the value of R square in step 1 is 0.173. That means that motivation variable only 17.3 % affecting employee performance. Another variable 82.7% are not investigated in this research.

After the mediation of job satisfaction, the values of R are increasing to 0.221. It can be concluded that organizational culture while mediated by job satisfaction affecting employee performance by 22.1%

Table 4.13
Hierarchical Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.330	.370		6.295	.000
Motivation	.331	.092	.416	3.600	.001
2 (Constant)	1.916	.420		4.563	.000
Motivation	.206	.111	.258	1.860	.068
Job Satisfaction	.248	.127	.271	1.950	.056

a. Dependent Variable: Performance

Source: PASW Statistic 18.0 output

From the result of regression analysis, the unstandardized coefficient obtained motivation is positive at 0.206 and job satisfaction with the positive value at 0.248. This indicates that both of motivation and job satisfaction variable have positive impact on employee performance.

In step 1 before using the variable job satisfaction as mediation, the value of motivation coefficient is at 0.331 with significant at 0.000 (<0.005). In step 2,

where the job Satisfaction we used as mediation variable, the value of motivation coefficient is decreasing into 0.206 and it make not significance. The Job satisfaction variable also has not significant relationship at 0.056.

From the result, it can be concluded that job satisfaction did not mediate the relationship between motivation and employee performance. Because of independent variable is not significant affecting dependent variable at step 2 and variable mediator is not significant affecting dependent variable at step 3 (Baron & Kenny, 1986), *Thus , the fourth hypothesis (H4) is supported.*

The summary of hypotheses testing can be shown in the following table:

Table 4.14 Summary of Hypotheses Testing

No	Hypothesis	Results
H1	motivation has significant effect on job satisfaction	Supported
H2	There is a positive impact of job satisfaction on employee performance	Supported
H3	motivation has a significant effect on employee performance	Supported
H4	Job satisfaction doesn't has a significant effect as mediating in relationship between motivation and performance.	Supported

4.8 Discussion

4.8.1 The Effect of Motivation on Job Satisfaction

This research finds that motivation significantly affecting the variable job satisfaction of Badan Kepegawaian Daerah (BKD) Padang city. Some previous study also found the same result. Risanti (2011) conducted her research on private hospital in Padang and found that motivation has direct and significant impact on job satisfaction. Another research conducted by Chess (1994), Hoole and Vermeulen (2003) in Ayub (2011) also found the same result.

4.8.2 The Effect of Job satisfaction on Performance

In This Research, Job satisfaction proved has a positive and significant impact on Employee Performance with coefficient Values at 0.386 and significant values at 0.001. Morrison (1997) in his research said satisfaction will result in improve performance and this proved. Employees who feel dissatisfied with their job, tend to perform or avoidant themselves from work situations. Then, job satisfaction of employees should be given more attention because it have a direct impact for their performance.

4.8.3 The Effect of Motivation on Performance

Positive and significant relationship has been show in this research on motivation with coefficient values at 0.331 and significant values at 0.001. Feldman and Daniel (1983) in Gana and Bababe (2011) are jointly determined by both motivation and ability. This is important since it implies that beyond a

certain level, lack of ability cannot be compensated for high motivation and conversely lack of Motivation cannot be compensated for high level of ability. Gana and Bababe (2011) in her research found Fairness or promotion is the highest motivate for their respondent.

4.8.4 The Effect of Motivation on Performance and the Mediating Role of Job satisfaction.

Previous study that investigated the relationship of motivation and performance and the mediating role of job satisfaction by Suprpto (2009) has given the same result even though there's a different variables also included in Suprpto research. So that, this current result also agrees with Suprpto (2009). The hierarchical regression found that the job satisfaction is not a moderating variables that moderate the relationship between motivation on performance.

CHAPTER V

CONCLUSION, IMPLICATION, LIMITATION, AND FURTHER RESEARCHES

This chapter will explain about conclusion of the research, implication, limitation, and suggestion for further researches.

5.1 Conclusion of the Research

From the result of research and discussion, the authors can conclude as follows:

1. Based on the regression results, motivation proven to have positive relationship and significant effect with job satisfaction to employee at BKD Padang with coefficient values at 0.505 and significant values at 0.000.
2. Based on Regression result, job satisfaction proven to have positive relationship and significant impact on employee performance at BKD Padang with coefficient value at 0.386 with significant at 0.001.
3. Based on regression results, motivation proven to have positive relationship and significant impact on employee performance at BKD Padang with coefficient value at 0.331 and significant at 0.001.
4. Based on regression results, the value of R square of the relationship of motivation on employee performance before mediated by job satisfaction is 0.173, means motivation variable only 17.3 affecting employee performance. After the mediation of job satisfaction, the values of R square

are increasing to 0.221. it can be conclude that motivation while mediated by job satisfaction affecting organizational commitment by 22.1%.

5. Based on regression results, the coefficient value of motivation on employee performance before mediated by job satisfaction is 0.331 with significant at 0.001. After the mediation of job satisfaction, the coefficient value decreasing to 0.248 and not significant at 0.068. This indicates that job satisfaction doesn't have a mediation effect on the relationship between motivation and employee performance. In other words, Job satisfaction is independent variables which affect positive and significant impact on the performance satisfaction is dominant variable in the model regression.
6. Regression model can be used as a prediction of the influence of motivation and satisfaction the performance of employees at BKD Padang and regression models have been meet the test requirements of the regression

5.2 Implication of the Research

Every employee requires something for support the job performance they within carry out the work. The research provides several implications for improvement of understanding of the relationship among motivation, job satisfaction, and performance of employee who work at BKD in Padang.

Based on the research show motivation has significant effect to performance. If each of employees has high responsibility in their work so that employee will motivated in their work, for example employee arrive at the office on time and do not leave early. Their responsibility for them self and others is

high then it make they have a good achievement and recognition to motivate and increase their performance in work.

Another finding is that the job satisfaction of the employee is a significant predictor on their level of performance toward the organization. Employees want incentive system and promotion policy are conducted fairly. If incentive is seen as something fair based on job capacity and level of individual skill, it possible to leads satisfaction. In order to increase satisfaction for the good performance employees, the employees tend to like jobs that give variety and opportunities to use one's skill. This characteristics make the job more challenging and interesting. If the job less in challenge, it feel bored, too many challenges will create frustration since there are many barriers come needs to handle. If in middle challenge, employee will feel enjoy, happiness and satisfied.

To evaluate level of job satisfaction of employee and examine its implication on their motivation research can be used. BKD in Padang could conduct another research that related to this research, so that it can examine current condition of the employee, rewards will be proportional to their work efforts. Indeed, the employees' motivation to learn and a desire for fair treatment are deeply rooted in human nature and inherent elements of organisations. Further, it is widely acknowledged that equity in the allocation of rewards is an important source of employees' work motivation (Greenberg 1982; Latham and Pinder 2005).

The conclusions, if a leader in organizational want to improve performance level of their employees they can start from give more attention to

employees' welfare and keep motivate of their employee in organization. Motivation of employees will affect employee satisfaction, because there is a positive relationship between motivation and job satisfaction.

5.3 Limitations of the Researches

Limitations in this study are that this study only examined the local government organizations in BKD. This study also used limited number of samples, so there is a concern that the sample used did not cover all of the population. The researcher also worried about respondent feeling when they filled the questionnaires because researcher doesn't see directly. For BKD, they have some of the barriers that hinder employee performance development in BKD's

5.4 Suggestion

For further researches, researcher suggests to conduct the research on a wider scope, like comparing a local government organization with another organization at different area. Also, it will be useful to conduct this research on private or business sectors. In addition, researcher also suggests using more sample than this current research, since it can results in more accurate research results. For the BKD as the object of research, should have a mentor who can guide the employees in their work to focus on their efficiency, and accuracy to create quality human resources and has a high creativity.

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APENDIX 1

Research Questionnaire

Mediating Role of Job Satisfaction in the Relationship between Motivation and Performance of Employees

Dear Mr. / Mrs. Respondent,

- I hereby say my gratitude in advance for your willingness to take your times to fill in this questionnaire
- This questionnaire is very important to researcher as a material to complete the current research
- Your identity will keep confidential and the information you provide will only be used for the purpose of this research. Therefore, the precise data you provide will be highly regarded.

Researcher Profile:

Name : Lolla Nasrul / 07 152 123

Major : Human Resource Management

Respondent Profile

Please mark the column provided with symbol [✓] on the most appropriate answer for each question in accordance with actual circumstances.

1. Gender

☐ Male

☐ Female

2. Age

☐ ≤ 25 years

☐ 36 – 45 years

☐ 25 – 35 years

☐ ≥ 46 years

3. Marital Status

☐ Single

☐ Married

4. Education

☐ Junior High

☐ Diploma

☐ Master

Degree

☐ Senior High

☐ Bachelor Degree

5. Serving Period as Civil Servant

☐ 0 – 5 years

☐ 11 – 20 years

☐ 6 – 10 years

☐ > 20 years

6. Serving Period in Current Department

☐ 0 – 5 years

☐ 11 – 20 years

☐ 6 – 10 years

☐ > 20 years

7. Current Employment Status

☐ Civil Servant

☐ Honour

☐ Outsourcing

8. Unit / Department :

9. Rank in Organization :

10. Rank / Class/ Functional :

A. Motivation Questionare

Please mark your answer with [√] in the box provided corresponds with the actual situation in your organization.

1	2	3	4	5
Not At All	Rarely	Sometimes	Often	Always

No.	Question for Motivation	1	2	3	4	5
1	I arrive at the office on time and do not leave early	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	The work I do is interesting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	I am confident with my abilities to be succeed at my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I do not blame others. I take responsibility for my part in mistakes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	I have a coach/mentor who keeps me alert and motivated to my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	I expect more accuracy in my own work as my employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7	I regularly think/worry about work issues when I am at home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	I participate in training to improve my own skills and competencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: <http://jinnahprojects.com> in Saleem (2010)

Please mark the column provided with symbol [√] on the most appropriate answer for each question in accordance with actual circumstances.

1	2	3	4	5
Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree

B. Job Satisfaction Questionnaire

No.	Question for Job Satisfaction	1	2	3	4	5
1	I feel fairly satisfied with my present job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Most days I am enthusiastic with my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Each day at work seems like it will never end	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I find real enjoyment in my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	I consider my job to be rather unpleasant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: Brayfield and Rothe's (1951) An index of job satisfaction. *Journal of Applied Psychology*.

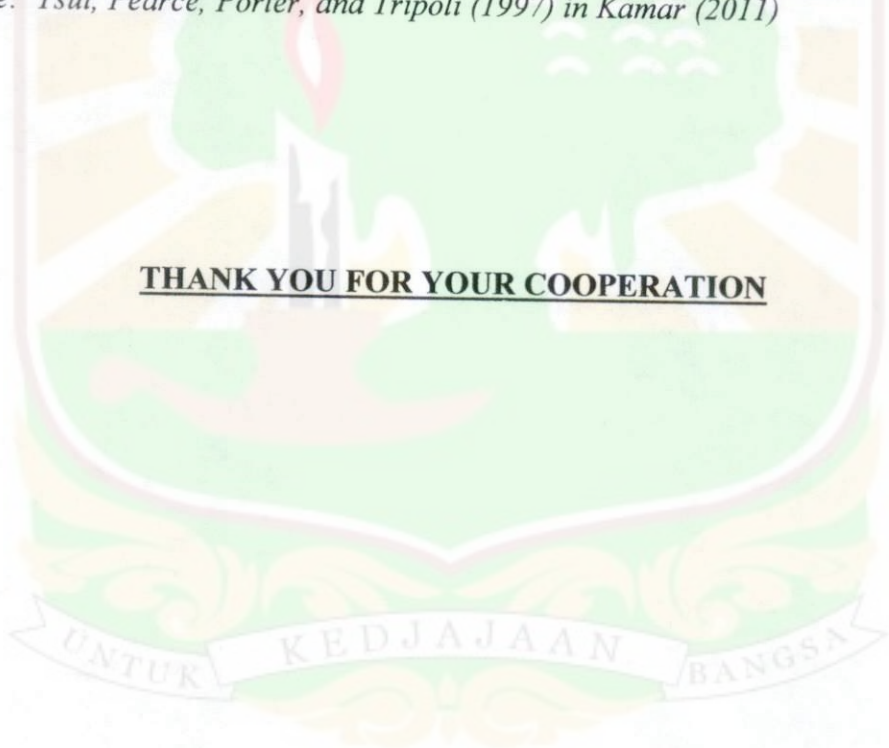
C. Employee Performance Questionnaires

No.	Question for Employee Performance	1	2	3	4	5
1	My work quantity is more than the average of other employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	My work quality is better than other employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3	My efficiency is more than the average of other employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	My standard quality is more than the formal standard available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	I try to work harder than what I suppose to do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	I hold a high professional standard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	My ability to do the main job is good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	My judgment when performing core job is good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	My accuracy in doing job is good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	My knowledge referring to my main job is good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	My creativity in doing main job is good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: Tsui, Pearce, Porter, and Tripoli (1997) in Kamar (2011)

THANK YOU FOR YOUR COOPERATION



Kuesioner Penelitian

Mediating Role of Job Satisfaction in the Relationship between Motivation and Performance of Employees

Bapak, Ibu, Saudara/i yang saya hormati,

- Terima kasih sebelumnya penulis ucapkan atas kesediaan bapak, ibu, saudara/i meluangkan waktu untuk mengisi kuesioner ini.
- Kuesioner ini sangat berguna bagi peneliti sebagai bahan untuk penulisan skripsi yang merupakan salah satu syarat dalam menyelesaikan studi di Universitas Andalas.
- Identitas dari Bapak, Ibu, Saudara/i dirahasiakan dan informasi yang Bapak, Ibu, Saudara/i hanya untuk tujuan penelitian, oleh karena itu dimohonkan untuk memberikan informasi dengan akurat.

Profil Penulis

Nama : Lolla Nasrul / 07152123
Konsentrasi : Manajemen Sumber Daya Manusia

Profil Responden

Pilihlah jawaban sesuai dengan profil anda dengan mencantumkan tanda [✓] pada kotak yang disediakan.

1. Jenis Kelamin
☐ Laki-laki ☐ Perempuan
2. Umur
☐ ≤ 25 tahun ☐ 36 – 45 tahun
☐ 26 – 35 tahun ☐ ≥ 46 tahun
3. Status Perkawinan
☐ Menikah ☐ Belum Menikah
4. Pendidikan Terakhir
☐ SLTP / Sederajat ☐ Diploma / Sederajat ☐ Pasca Sarjana
☐ SMA / Sederajat ☐ Sarjana ☐ lainnya.....
5. Lama Mengabdikan Sebagai PNS
☐ 0 – 5 years ☐ 11 – 20 years
☐ 6 – 10 years ☐ > 20 years

6. Lama Mengabdikan Pada BKD Sekarang

☐ 0 – 5 years

☐ 11 – 20 years

☐ 6 – 10 years

☐ > 20 years

7. Status kepegawaian sekarang

☐ PNS

☐ Honorer

☐ Outsourcing

8. Instansi / Department

: _____

9. Posisi jabatan saat ini

: _____

10. Pangkat/ Golongan/ Fungsional

: _____

A. Kuesioner Motivasi

Seksi ini mengacu pada keadaan yang terjadi di instansi anda. Pilih jawaban anda dengan mencantumkan tanda [√] pada kotak yang disediakan, dengan bobot jawaban seperti yang tertera pada tabel dibawah ini:

1	2	3	4	5
Tidak Sama Sekali	Jarang	Kadang – Kadang	Sering	Selalu

No.	Pertanyaan tentang Motivasi	1	2	3	4	5
1	Saya sampai di kantor tepat waktu dan tidak pulang dari kantor lebih awal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Pekerjaan yang saya lakukan menarik	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Saya yakin dengan kemampuan saya untuk sukses dalam bekerja	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Saya tidak menyalahkan orang lain. Saya mengambil tanggung jawab atas kesalahan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Saya memiliki pelatih / mentor yang membuat saya teliti dan termotivasi untuk pekerjaan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Saya berharap lebih akurat dalam pekerjaan saya sendiri	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7	Saya berpikir / khawatir tentang masalah pekerjaan ketika saya di rumah	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Saya berpartisipasi dalam pelatihan untuk meningkatkan keterampilan dan kompetensi saya sendiri	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sumber: <http://jinnahproject.com> dalam Saleem (2010)

Pilih jawaban sesuai dengan pendapat anda. Cantumkan tanda check list [√] pada kotak yang telah disediakan. dengan bobot jawaban seperti yang tertera pada table dibawah ini:

1	2	3	4	5
Sangat Tidak Setuju	Tidak Setuju	Ragu-ragu	Setuju	Sangat Setuju

B. Kuesioner Kepuasan Kerja

No.	Pertanyaan tentang Kepuasan Kerja	1	2	3	4	5
1	Saya merasa cukup puas dengan pekerjaan saya	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Saban hari saya merasa antusias terhadap pekerjaan saya	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Hari-hari ditempat kerja sepertinya tidak akan pernah berakhir	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Saya menemukan kenikmatan nyata pada pekerjaan saya	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Saya menganggap pekerjaan saya agak menyenangkan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sumber: Brayfield and Rothe's (1951) An index of job satisfaction. Journal of Applied Psychology.

C. Kuesioner Kinerja Karyawan

No.	Pertanyaan tentang Kinerja Karyawan	1	2	3	4	5
1	Kuantitas kerja saya melebihi rata-rata karyawan lain	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Kualitas kerja saya jauh lebih baik dari pada karyawan lain	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Efisiensi saya melebihi rata-rata karyawan lain	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Standar kuantitas saya melebihi standar resmi yang ada	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Saya berusaha dengan lebih keras dari pada yang seharusnya	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Saya memegang standar professional yang tinggi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Kemampuan saya melaksanakan pekerjaan inti bagus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	saya bagus dalam menggunakan akal sehat melaksanakan pekerjaan inti	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Ketepatan saya dalam melaksanakan pekerjaan bagus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Pengetahuan saya dalam melaksanakan pekerjaan bagus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Kreatifitas saya dalam melaksanakan pekerjaan bagus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sumber: Tsui et al (1997) dalam Kamar (2011)

TERIMA KASIH ATAS KERJASAMANYA

UNTUK KEDJAJAAN BANGSA

Appendix 2

Validity Result of Motivation

Communalities		
	Initial	Extraction
X1	1.000	.686
X2	1.000	.579
X3	1.000	.682
X4	1.000	.844
X5	1.000	.737
X6	1.000	.711
X7	1.000	.747
X8	1.000	.381

Extraction Method: Principal
Component Analysis.

Component Matrix ^a			
	Component		
	1	2	3
X1	.733	-.327	.204
X2	.741	-.008	.173
X3	.819	-.110	.017
X4	.569	.567	-.446
X5	.034	.416	.750
X6	.713	.340	-.296
X7	-.316	.793	.131
X8	.450	.018	.421

Extraction Method: Principal Component Analysis.
a. 3 components extracted.

Validity Result of Job Satisfaction

Communalities		
	Initial	Extraction
JS1	1.000	.346
JS2	1.000	.636
JS3	1.000	.258
JS4	1.000	.742
JS5	1.000	.453

Extraction Method: Principal
Component Analysis.

Component Matrix ^a	
	Component
	1
JS1	.588
JS2	.798
JS3	.508
JS4	.862
JS5	.673

Extraction Method: Principal
Component Analysis.
a. 1 components extracted.

Validity Result of Employee Performance

Communalities

	Initial	Extraction
Performance1	1.000	.806
Performance2	1.000	.903
Performance3	1.000	.792
Performance4	1.000	.780
Performance5	1.000	.791
Performance6	1.000	.758
Performance7	1.000	.313
Performance8	1.000	.537
Performance9	1.000	.700
Performance10	1.000	.634
Performance11	1.000	.537

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component		
	1	2	3
Performance1	.764	-.470	-.011
Performance2	.765	-.428	-.366
Performance3	.806	-.276	-.257
Performance4	.827	-.276	-.144
Performance5	.577	-.116	.667
Performance6	.621	-.023	.610
Performance7	.487	.230	-.150
Performance8	.452	.564	-.121
Performance9	.416	.702	-.183
Performance10	.540	.568	.141
Performance11	.427	.593	-.050

Extraction Method: Principal Component Analysis.
a. 3 components extracted.

Appendix 3

Reliability Testing of Motivation Variable

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.752	.766	6

Reliability Testing of Job Satisfaction Variable

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.729	.724	5

Reliability Testing of Employee Performance

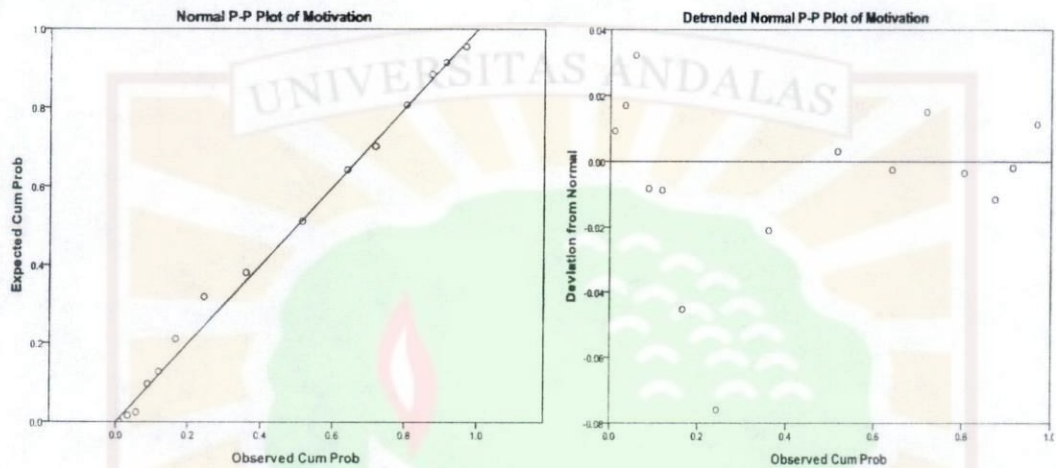
Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.843	.836	11

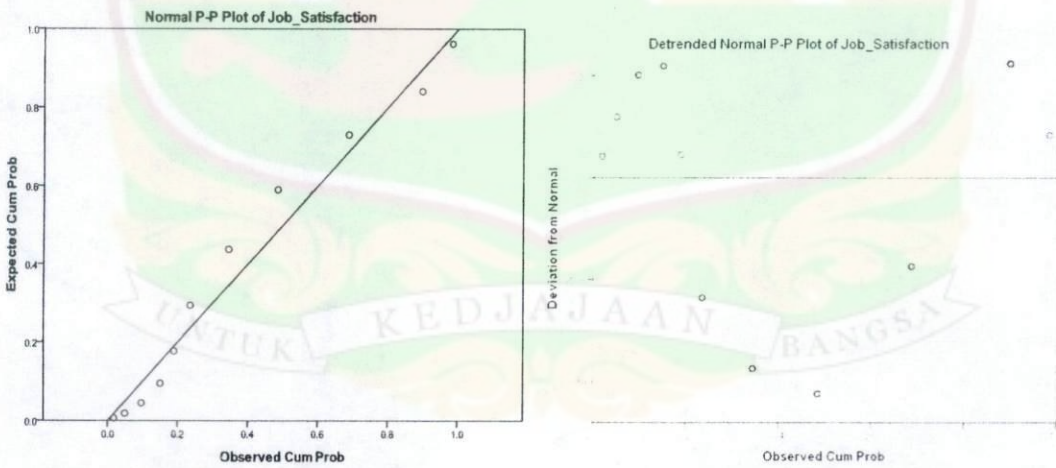
Appendix 4

P-P Plot of each three Variable

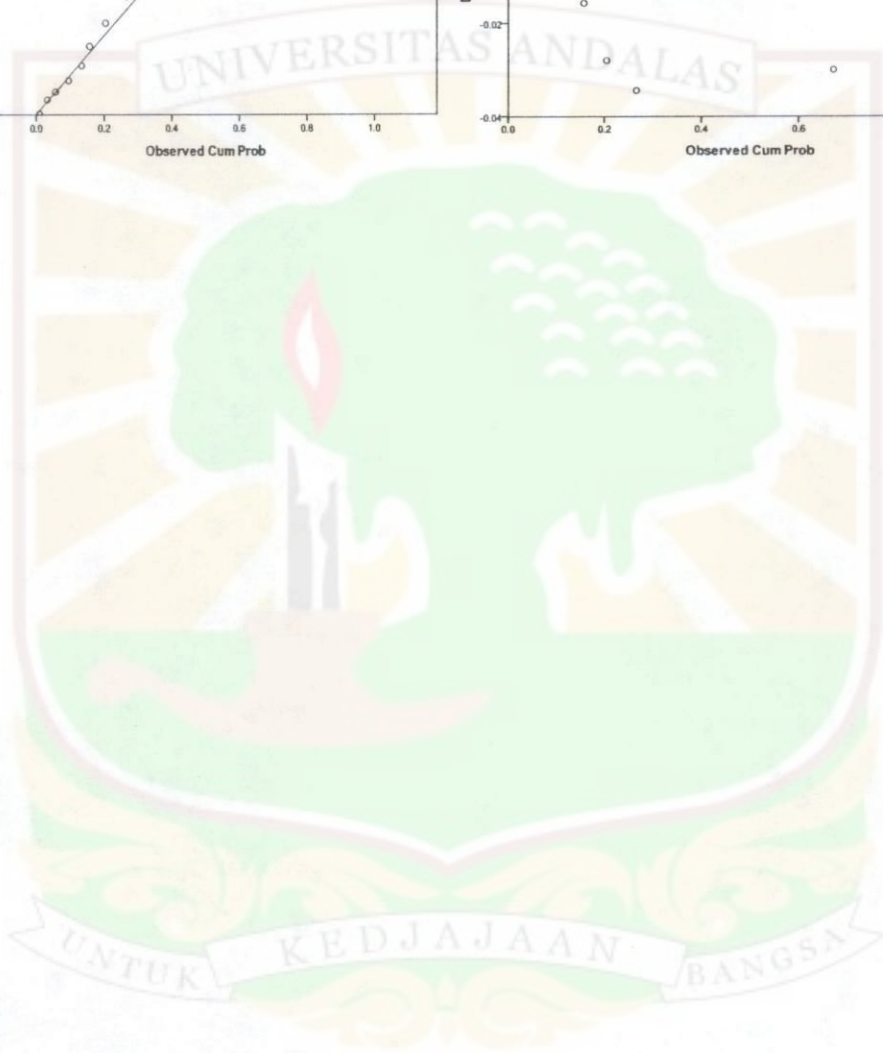
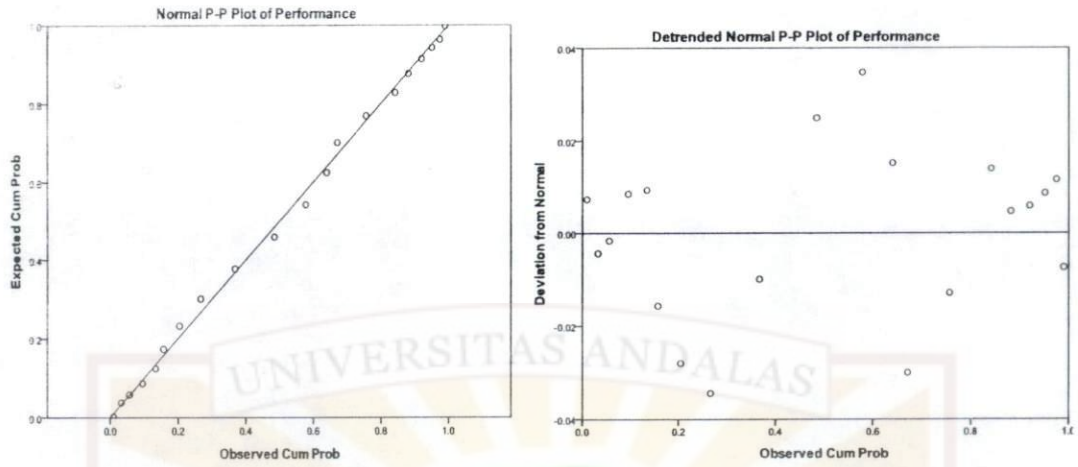
P-P Plot Motivation



P-P Plot of Job Satisfaction



P-P Plot of performance



Appendix 5

Descriptive Analysis of Motivation, Job Satisfaction, and Employee Performance

Descriptive Statistics

	Mean	Std. Deviation	N
Performance	3.6484	.47643	64
Motivation	3.9812	.59838	64
Job_Satisfaction	3.6812	.51973	64



Appendix 6

Regression Result

Linear Regression between Motivation and Job Satisfaction

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.759	1	5.759	31.712	.000 ^a
	Residual	11.259	62	.182		
	Total	17.018	63			

a. Predictors: (Constant), Motivation

b. Dependent Variable: Job_Satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.670	.361		4.623	.000
	Motivation	.505	.090	.582	5.631	.000

a. Dependent Variable: Job_Satisfaction

Linear Regression between Job Satisfaction and Performance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.535	1	2.535	13.360	.001 ^a
	Residual	11.765	62	.190		
	Total	14.300	63			

a. Predictors: (Constant), Job_Satisfaction

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.535	1	2.535	13.360	.001 ^a
	Residual	11.765	62	.190		
	Total	14.300	63			

a. Predictors: (Constant), Job_Satisfaction

b. Dependent Variable: Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.228	.393		5.675	.000
	Job_Satisfaction	.386	.106	.421	3.655	.001

a. Dependent Variable: Performance

Linear Regression between Motivation and Performance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.472	1	2.472	12.961	.001 ^a
	Residual	11.827	62	.191		
	Total	14.300	63			

a. Predictors: (Constant), Motivation

b. Dependent Variable: Performance

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.330	.370		6.295	.000
Motivation	.331	.092	.416	3.600	.001

a. Dependent Variable: Performance

Linear Regression between Motivation and Employee Performance and Job Satisfaction as mediating Variable

Model Summary ^c				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.416 ^a	.173	.160	.43677
2	.471 ^b	.221	.196	.42722

- a. Predictors: (Constant), Motivation
- b. Predictors: (Constant), Motivation, Job_Satisfaction
- c. Dependent Variable: Performance

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.472	1	2.472	12.961	.001 ^a
	Residual	11.827	62	.191		
	Total	14.300	63			
2	Regression	3.166	2	1.583	8.674	.000 ^b
	Residual	11.134	61	.183		
	Total	14.300	63			

a. Predictors: (Constant), Motivation

b. Predictors: (Constant), Motivation, Job_Satisfaction

c. Dependent Variable: Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.330	.370		6.295	.000
	Motivation	.331	.092	.416	3.600	.001
2	(Constant)	1.916	.420		4.563	.000
	Motivation	.206	.111	.258	1.860	.068
	Job_Satisfaction	.248	.127	.271	1.950	.056

a. Dependent Variable: Performance