



AN INVESTIGATION OF EMPLOYEE PERFORMANCE IN STATE-OWNED ENTERPRISES

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ABSTRACT

Employee performance refers to the work accomplished by an individual or group of individuals in line with their authority or duty as an employee during a certain period of time. Numerous factors have an effect on employee performance, including work satisfaction and motivation. Job satisfaction reflects an individual's attitude about his or her job. Meanwhile, motivation is a management strategy used to encourage employees to progress their careers inside the company based on their performance. The purpose of performance assessment is to evaluate an employee's performance. Hence, it is a quantitative study using a correlational methodology with the aim of evaluating and testing the causal relationship between motivation and job satisfaction on employee performance. The study's findings indicate that employee job satisfaction and motivation both have a significant impact on employee performance. In essence, employees' performance is influenced by job satisfaction and motivation by 63.1 percent. It is suggested to provide a greater emphasis on factors that contribute to employee performance, such as job satisfaction and motivation, in order to further enhance employee performance. It is also suggested that they continue to enhance their performance in line with the incentive provided, without relying on suggestions from the leadership, in order to further enhance their performance.

KEYWORDS: Job satisfaction, Motivation, Performance, State-Owned Enterprise

INTRODUCTION

Employees are a critical business asset that must be managed effectively in order to maximize their contribution, particularly in terms of performance. Employees must be treated as assets, not simply as a method of production, in today's contemporary businesses.

With respect to job satisfaction and motivation, these constructs have a significant impact on both high and poor employee performance. It is also mentioned that employee job satisfaction is a positive emotional state that is associated with how employees consider their job.

Despite an employee's emotions towards work, as evidenced by their attitude toward work and the situation in the work environment, job satisfaction is more subjective than objective. It implied that the more elements of work that align with the individual's desires and value system, the greater the degree of job satisfaction.

Therefore, employees who are satisfied with their jobs are identifiable by their work attitude. These include a desire to connect with colleagues and supervisors, as well as adherence to particular regulations and work conditions that are often insufficient or less desirable. Those who are satisfied with their jobs often have better attendance, turnover,

and performance records than employees who are dissatisfied with their jobs.

Companies have to pay attention to employee motivation in addition to job satisfaction in order to ensure that employees are constantly motivated to work and are focused on the company's objectives. Maintaining employee motivation is critical, since it is the driving factor behind everyone's actions and decisions. Employees will not desire to perform anything optimally if they are not motivated at work.

Human labor is the most essential resource to examine since, in reality, this element may be used in conjunction with other elements of production to maximize output. The performance of employees is an essential aspect of the workforce that requires attention. A measure of how successfully workers execute their tasks in comparison to industry norms is called performance or work performance. Employees, as well as the organization or business as a whole, gain significantly from high levels of performance. It implies that employees who perform better are more likely to get greater incomes or earnings, as well as other benefits, which results in an overall rise in their well-being levels. Increasing the performance of each individual employee will, by itself, result in an improvement in the overall performance of the business. As a consequence, the business should



strive to ensure that employees consistently execute at a high level of quality by controlling the variables that influence performance.

Employee performance is a critical indication of a business's success. It refers to employees' real behavior as shown by their job performance, which is determined by their different roles within the company. Employee performance refers to the work performed by an individual or group of individuals in accordance with the authority or responsibility given to each employee during a certain period of time. Employee performance is defined as the degree to which employees fulfill the job requirements.

Job satisfaction and motivation have an effect on an employee's capacity to perform effectively at work. Employment satisfaction is a psychological construct that quantifies an individual's feelings about his or her job, work environment, and connections with colleagues. As a result, job satisfaction is something that an employee must possess in order to interact with their work environment and perform tasks properly and in accordance with company goals. Job satisfaction is an emotional state that may be pleasant or unpleasant, depending on how people see their employment and the significance of their jobs. Employment satisfaction is a proxy for a person's attitude about his or her work.

It has been shown that employee job satisfaction is highly correlated with a variety of organizational phenomena such as employee motivation and performance, organizational leadership and attitude, workplace conflict and morale, it is only to mention a few. In the sense, workplace satisfaction may be described as an employee's effective and emotional response to many aspects of his or her job performance. In order to attain job satisfaction, it is essential to fulfill the needs of employees when they are doing their duties on a daily basis. The level of satisfaction in the workplace has an effect on the level of quality of work done by each individual.

Employee performance is influenced by their level of job satisfaction and their level of work motivation at the workplace, and both have an effect on their overall productivity. According to previous works, motivation is a process that describes the intensity, direction, and persistence with which a person tries to achieve his or her goals in order to be successful. Motivation becomes a more important component in supporting an individual's or someone's choice to complete a task or attain a certain set of desirable goals.

Employee performance may be improved by providing work motivation that is tailored to the individual's requirements. Thus, motivation must begin with the workers' own needs. Other variables such as employee personality, emotional well-being, environmental conditions, and social life must also be

addressed in this situation. A manager's willingness and communication skills will guide him or her in identifying and developing an employee's self in order to maximize the effectiveness of human resources. Creativity and employee performance are balanced and blended to create a formidable work force. If an employee's performance is poor, the company's performance suffers as well; conversely, if an employee's performance is adequate, the company's overall performance improves as well. Organizations that succeed will have a greater chance of surviving in an industry that is becoming more competitive.

The effect of motivation on performance may be observed in the encouragement of goal-oriented activity. Employee motivation may be motivated by a need for money, recognition, appreciation, power, or power. External motivation may come from family, colleagues, or superiors. In general, motivation can be classified as either positive or negative (Robbins et al., 2015). Positive motivation is the process of persuading someone via the promise of a reward, while negative motivation is the process of persuading someone through the threat of losing recognition, money, or status.

Organizations ensure employee job satisfaction by assessing the organization's suitability or balance, which includes paying attention to the work environment in which employees perform their duties, employee interpersonal relationships, working conditions, and leadership, among other factors that may affect an employee's ability to perform their job. Employees that are pleased with the services provided by the company will contribute more than anticipated and will strive to enhance their performance. On the other side, workers who are dissatisfied with their jobs see their jobs as monotonous and uninteresting, and therefore work in a forced manner. As a result, SOEs must ascertain the variables that contribute to employee satisfaction with their jobs. When employees are satisfied with their jobs, performance improves as well.

One of the primary concerns of the business should be how to maintain and manage employee motivation at work so that employees are constantly focused on the company's objectives. Maintaining employee motivation is critical, since motivation is what drives each person to act and accomplish something. Giving workers the appropriate incentives will encourage them to do their tasks to the best of their abilities. Employees who are highly motivated at work will be more proactive and accountable for their work. Academics emphasize that increased work motivation, followed by increased job satisfaction, has a positive effect on employee performance. Motivation is the driving force behind performance, and when combined with a high level



of satisfaction with aspects of the job, it encourages employees to perform better.

Employee job satisfaction has an impact on organizational commitment. If an individual is highly motivated at work, he or she will have a high degree of job satisfaction, and high levels of job satisfaction may result in increased organizational commitment. Given that the description indicates a reduction in employee performance, it is essential to undertake research to determine the reasons contributing to this decline, particularly those relating to job satisfaction and employee motivation in state-owned enterprises.

As a result, the following research question is posed.

RQ 1: What impact do job satisfaction and motivation have on the decrease in state-owned enterprise employee performance?

RQ 2: How can the issue of decreasing employee performance in state-owned enterprises be addressed?

Accordingly, the study's broad aim is to evaluate and quantify the impact of job satisfaction and motivation on employee performance in a division of state-owned enterprises. The study's particular aim is to examine employee satisfaction with their jobs in the division of state-owned enterprises. Second, conduct an analysis of employee motivation in the division of state-owned enterprises. Finally, an analysis of employee performance in the division of state-owned enterprises.

The following advantages are anticipated as a result of this study, based on the problem's context, formulation, and research goals. The study findings, in particular, are anticipated to serve as a foundation for future development efforts aimed at enhancing staff performance. The study's findings are anticipated to serve as a reference in the area of human resource management, particularly on the impact of work satisfaction and motivation on employee performance. The study's findings are anticipated to aid in the development of a more complete knowledge of the impact of job satisfaction and motivation on employee performance. The study findings offer data that may be utilized to create research materials and educate interested parties about human resource management in a company, particularly the impacts of job satisfaction and motivation on employee performance.

LITERATURE REVIEW PERFORMANCE

The vast majority of those who work in human resource management believe that employee performance is an essential component of the whole employee process. Among the reasons for the

significance of logical and objective job performance are at least two interests: those of the workers involved and the interests of the company as a whole.

Performance derives from the term "labor performance" in its etymological origin. Work performance, work implementation, work accomplishment, and work outcomes are all examples of what is meant by performance. Performance has been defined operationally as an activity or the execution of a job that has been performed by a person within a certain amount of time and is quantifiable. It is relevant to the outcome of an employee's job in terms of both quality and quantity accomplished while carrying out his or her tasks in line with the obligations assigned to him or her.

When a person or group in an organization achieves a certain level of performance in line with their various powers and duties in order to accomplish business objectives lawfully, they are neither breaking the law, nor are they violating morality or ethics. In the workplace, employee performance refers to the work completed by a person or group of individuals in line with the authority or duty assigned to each employee throughout the course of a certain period of time.

Performance refers to the circumstances in which an employee works for a specified length of time. For workers, work performance serves as feedback on a variety of factors, including skills, deficiencies, and potential, in order to establish objectives, paths, plans, and job performance. Meanwhile, businesses put a high premium on employee performance when making choices about education and training programs, recruiting, selection, placement, and promotion.

Furthermore, performance is a measure of the outcomes obtained in relation to the workforce's involvement per unit of time. Performance measures the total outcome of an employee's job in terms of quantity and quality in accomplishing an institution's or agency's objective. Performance factors are quantified or evaluated using indicators of the amount and quality of completed work. Individual performance inside an organization has an effect on the overall performance of the company.

Hence, organizational cohesion has an effect on both individual and organizational performance. Without strong performance throughout the company, attaining organizational objectives and success becomes very challenging. Thus, the organization's success is really the accomplishment of the individuals together, and in terms of achievement, it is essential to understand how effectively the achievements have been accomplished.

Mathis and colleagues (2012) argued that performance is the extent to which workers execute



their tasks in comparison to a set of criteria and then convey that information. It refers to the emotions that motivate an individual toward achievement, work completion, issue resolution, and existing success. Thus, based on the description above, performance is the outcome of task execution and issue solving throughout a time period that may result in emotions.

Performance appraisal or performance rating refers to the process of evaluating a worker's or employee's personality traits, work behavior, and work results that are considered to support their performance and are used to inform decision-making in their field of employment. A business conducts performance appraisals based on the premise that the organization needs an objective assessment method. Additionally, performance evaluation provides senior managers with an objective foundation for compensating employees based on the accomplishments of each responsibility area and the business as a whole. All of this should serve as incentive and stimulation for each component to perform more productively and efficiently.

Performance evaluation is critical to the successful and efficient development of an organization, since the presence of a work performance appraisal policy or program indicates that the company has made appropriate use of its current human resources. Each business must have accurate and relevant information about each employee's accomplishments, and information must be of high quality and valid. Thus, performance assessment refers to the process through which an organization evaluates individual work. The performance assessment evaluates an employee's contribution to the company over a certain time period. Employees get performance feedback to determine their performance in comparison to the organization's standards. Performance evaluation is also important to managers' duties, which include evaluating workers' performance and establishing future rules. Additionally, performance evaluation is stated to be used to compare actual job outcomes to the quality and quantity standards generated by each employee.

According to Robbins and partners (2015), the objective of performance evaluation is to give critical feedback to organizational leaders when making human resource choices such as promotions, transfers, and employment decisions. Identifying training and development requirements via performance assessment may help identify workers with insufficient skills and compensation who can be developed and improved through the program. Recognize the success of new employee selection/placement, as well as education and training initiatives. Provide workers with information on how the company perceives their performance. It serves as

the foundation for allocating rewards like salary, incentives, and other types of compensation.

Thus, performance evaluation is a systematic and organized method for measuring and evaluating an employee's conduct, job outcomes, and discipline, which serves as the foundation for rewarding exceptional workers. The objective is to ascertain an employee's productivity and determine if he or she can collaborate or become more successful in the future. By conducting work performance evaluations, work standards are established to serve as guides for identifying exceptional workers.

SATISFACTION

Job satisfaction is associated with pleasant working circumstances or employee emotions, which are more subjective and individualized. Workplace culture and work satisfaction are multifaceted concepts. They may apply to an individual's attitude in general or to a specific aspect of their work. In addition, work satisfaction is fundamentally an individual phenomenon, with each person experiencing a varied degree of satisfaction depending on the value system that applies to them. The more favorable the evaluation of the activity is in line with the individual's desires, the greater the satisfaction with the activity. Thus, satisfaction results in an assessment of a person's emotions of happiness or sadness, satisfaction or dissatisfaction at work. Additionally, job satisfaction represents an employee's emotional condition toward their work; in other words, it reflects a person's emotions about their work and manifests itself in a favorable attitude toward work and everything associated with the work environment.

Job satisfaction is an employee's cognitive and emotional reaction to all job outcomes or work-related circumstances, such as salary, work environment, coworkers, and superiors. High work satisfaction encourages efficient achievement of organizational objectives. Meanwhile, poor work satisfaction poses a danger to the company, wreaking havoc or causing failures fast or gradually. Employees who are satisfied with their jobs will be encouraged to do their tasks and obligations as efficiently as possible, which will inspire them to provide the greatest work outcomes for the company's advancement. Employee job satisfaction refers to the emotional state in which employees perceive their job as pleasant or unpleasant. This is shown by workers' good attitudes about work and everything else in their work environment. This idea aims to ascertain what requirements may be met and to encourage an individual to work independently, specifically. According to the equity theory, individuals would experience satisfaction or dissatisfaction based on their perception of the presence of justice. Meanwhile, according to the two



factor theory, work satisfaction and job discontent belong to distinct sets of factors.

Motivators are sources of job satisfaction that stem from factors related to the work itself or directly from situations that demonstrate it as a source of job satisfaction. These factors include the nature of the job, achievement, recognition, promotion opportunities, and opportunities for self-development. Hygiene elements are those that contribute to the prevention of negative responses to discontent with work circumstances, such as corporate rules and administration; quality control; pay; interpersonal connections; work environment; and job security and status. Thus, many alternatives exist, such as the theory of job satisfaction, which describes several concepts that must be understood thoroughly and accurately in order for leaders to determine what constitutes job satisfaction for the majority of workers in a business.

Some of the factors that determine job satisfaction in the company, among others. (1) The work itself: In this case, each job requires a specific skill set based on its respective field. The difficulty of a job and the feeling of an individual that his skills are needed in doing the job will increase or decrease job satisfaction. (2) Interaction with superiors (supervision). In this condition, consistent leadership related to job satisfaction is tolerance. In this case, the functional relationship reflects the extent to which the employer can help the workforce to satisfy the work values that are important to the workforce. (3) Coworkers (employees): in this case, coworkers are factors related to the relationship between employees and their superiors and with other employees, both the same and different types of work. (4) Promotion: in this case, promotion is a factor that is related to the presence or absence of opportunities to obtain career advancement as long as employees work in the company. (5) Salary: In this condition, the salary or wages received by employees from the company are a factor in meeting the needs of employees who are considered worthy or not. Employees who feel they have received a decent and appropriate salary or wages from the company will automatically get their satisfaction. It has a direct effect on their work results.

Job satisfaction refers to the emotional condition in which employees perceive their job as either positive or negative. Employment satisfaction indicates an individual's attitude about his or her job. This is shown by workers' favorable attitudes about work and all aspects of their work environment. Essentially, each person's degree of job satisfaction varies, and there are many variables affecting employee job satisfaction in a business that can be quantified both financially and non-financially. Financially, which typically affects an employee's work satisfaction in the form of salaries, wages, and

incentives that are expressed in currency units, so that the higher the employee's salary, wages, and incentives, the better the job satisfaction gained. While non-financial factors such as work environment, coworkers, superiors, and opportunities for advancement and promotion all have an impact on employee job satisfaction, these two factors are linked in employees, so changes in job satisfaction can occur at any time in response to changes in surrounding conditions.

MOTIVATION

Work motivation represents the human impulses, efforts, and wants that engage, empower, and guide action in the workplace. The core of work motivation is shown by the desire to do tasks better than others in order to accomplish objectives, which can also be understood as a desire in a person that motivates that person to act. The motivation that encourages any organization's members to be willing and able to mobilize their talents (e.g. expertise or skills), energy, and time in order to carry out different tasks that are their duty and complete their responsibilities. These are simply to accomplish predefined corporate goals and objectives.

According to the literature, there are two methods to motivate employees: (1) meeting employee needs, which means that meeting employee needs is the basic underlying work behavior. (2) One method for motivating workers is via persuasive communication.

Psychologically, a critical element of work leadership is the degree to which the leader can affect the work motivation of human resources, enabling them to perform effectively and with full accountability. This is for many reasons, including the following: (1) Employees should always be encouraged to collaborate within the company; and (2) Employees should always be encouraged to work and try to meet job requirements. (3) Employee motivation is critical for the organization's human resources to be maintained and developed.

According to literature, motivation is classified into two categories: intrinsic motivation and extrinsic motivation, each of which is split into two dimensions. Intrinsic motivation is what propels an individual forward and is more often referred to as the motivating element. Extrinsic motivation is classified into two dimensions: positive and negative. Positive motivation is a kind of encouragement that is constructive. Managers encourage workers by recognizing them for their accomplishments. Employee morale will be strong as a result of this positive incentive, since people in general are content to get what is acceptable. The purpose of negative motivation or negative incentive is to entice workers by threatening them with punishment. Managers encourage workers by penalizing those who do



poorly. Morale will rise temporarily as a result of this negative incentive, but will deteriorate over time.

Achievement, advancement, self-employment, recognition, security, business reputation, colleagues, incentives, working conditions, and benefits are all factors that influence motivation. Achievement refers to an employee's achievement in completing a task. Advancement refers to an individual's ambition to pursue a profession in finance. The chance to progress satisfies the urge to grow. Working itself is a variant of work with a degree of control over the techniques and stages of the job. Employees get recognition in the same way as high performers receive prizes and accolades. Security is a sense of well-being. It can do their duties without being burdened by dangers that may harm their own workers. Everyone desires a sense of security, even more so while doing the activities that constitute the basis of his or her life. The company's reputation, the location where the employee works, is already well-known and has a solid reputation in the community, fostering pride in the workplace and instilling trust. Coworkers are individuals who can work together and become excellent friends. Cooperation and mutual respect for coworkers will instill a sense of security and will necessitate togetherness and closeness, which will facilitate work activities. Incentive, the compensation that he feels is adequate and suitable for his stature. It is the most fundamental requirement of life and the primary element determining human existence. With a perceived income that is very high, it is anticipated that this employee's job activities will not be hindered by concerns about supporting himself or herself and his or her family. Good working circumstances include cleanliness, enough air circulation, and a well-maintained workplace. Other amenities offered as benefits include health insurance, transportation, free medical care, and lodging. The existence of these facilities instills more trust in workers that their lives will not be squandered or ignored, thus increasing their excitement at work.

Motivation is a set of behaviors that motivate workers to advance their careers inside the organization via performance. Motivation is engendered via the provision of monetary and non-material incentives. Appropriate material remuneration for the effort associated with a job will motivate workers to fill it. Employees will desire to advance in order to get a more merited reward.

Employees, on the other hand, will be more inclined to select lower-paid jobs with greater material incentives at other businesses than higher-paid positions with lower material rewards at their former employers. Non-monetary incentives, such as awards and indirect remuneration in the form of capacity development, will also motivate workers to

succeed and pursue a career. There are many motivational techniques that may be used to persuade workers to pursue the career path offered by their business.

Employee performance is favorably and substantially linked with employee motivation. There is evidence that companies with higher employee satisfaction levels are more effective than organizations with lower employee satisfaction levels. Accordingly, the following are the hypotheses that have been proposed.

- H1: Job satisfaction has a positive and significant effect on the performance of employees of state-owned enterprises.
- H2: Work motivation has a positive and significant effect on the performance of employees of state-owned enterprises.
- H3: Job satisfaction and work motivation simultaneously have a positive and significant effect on the performance of employees of state-owned enterprises.

RESEARCH METHODS

Correlational research is utilized in this article to evaluate and assess the causal relationship between job satisfaction, motivation, and performance. Multiple linear regression analysis was employed as an analytical technique in this study. It consists of a simultaneous F-test and partial t-test, a determination test, and a regression equation.

POPULATION AND SAMPLE

A population is a collection of all components in the form of events, objects, or people that have similar features and become the focus of researchers' attention since they are seen as the study universe. The population for this research is comprised of some divisions in state-owned enterprises, which totals 142 employees. The research sample represents the segment of the population under investigation as a "representative" sample of the population's members. This research used a census sample that includes all members of the population. The Slovin formula is used to determine the sample size. As a result, the total number of study samples is 59. Additionally, the sample was drawn using a stratified proportional sampling technique due to the fact that the study data originated from five distinct divisions.

COLLECTING DATA

In this research, questionnaires, documentation, and interviews were utilized as data collecting methods to gather information. It takes the shape of a questionnaire with data collecting tools in the form of written questions/statements with many possible responses that are the most suitable. Employee performance accomplishments of state-



owned businesses are documented using a data collecting method derived from reports that have been previously processed in the form of performance achievements of state-owned enterprises workers. Interviews with key informants were conducted in order to get information relevant to the study via the use of questions and responses.

MEASUREMENT SCALE ITEMS

The scale used in this measurement is a Likert scale, which is intended to evaluate the attitudes, views, and perceptions of a person or group of individuals about social phenomena. The structure of this Likert scale is a mix of agreement and disagreement utilizing five numerical rating weights, such as (Strongly Agree=5), (Agree=4), (Neither Agree nor Disagree=3), (Disagree=2), and (Strongly Disagree=1).

METHOD FOR DATA ANALYSIS

A validity test determines if data can be relied upon to be accurate and true in line with reality. Validity refers to the fact that the instrument is capable of measuring what it should be measuring. Validity indicates the correspondence between data naturally on an item and data that may be gathered by researchers. In this research, the validity test is performed using the Corrected Item Total Correlation value in conjunction with specific criteria. If (r) is more than 0.30, then the statement items from the questionnaire are valid. If (r) is less than 0.30, then the statement items from the questionnaire are invalid. The findings of the validity test, which was performed on the twenty-four items regarding the impact of job satisfaction and work motivation on employee performance, revealed that all of the items were valid.

Internal consistency reliability testing was conducted by attempting the instrument once. The Spearman Brown's halving method was used to determine the instrument's reliability. The following criteria are used to determine if a variable is trustworthy or not: when α -value is more than 0.60

indicates that the instrument is reliable, and when α -value is less than 0.60 indicates that the instrument is unreliable.

Due to the fact that the three study variables have r-count reliability values of 0.870-0.890-0.816 (each one of which is higher than 0.6), it can be inferred that all three variables are reliable.

Following that, determine the data's normality, multicollinearity, and heteroscedasticity. The objective of evaluating the data's normality is to establish whether or not the regression model's data distribution is normal. The normal distribution's characteristic is that each linear function of the variables is normally distributed, which makes it possible to develop a suitable regression model when the data needs are regularly distributed.

SIGNIFICANCE TEST

The simultaneous F-test, partial t-test, coefficient of determination, and regression equation were used to determine significance in this study. The F-test or variance analysis is used to compare the F-count and F-table with sig=0.05. The t-test is used to compare the t-count and t-table values with a significance level of 0.05. The correlation coefficient of determination is used to determine the degree of correlation between independent and dependent variables under certain circumstances. (a) The greater the correlation between the independent and dependent variables is $R = 1$ or near to 1 or more than 1, the greater the independent variable's contribution to the dependent variable is. (b) The closer R is to zero, the lower the independent variable's contribution to the dependent variable is.

RESULTS

CHARACTERISTICS OF RESPONDENTS

The following frequency distribution describes the characteristics of respondents in this study: gender, age, education level, and duration work.

Table 1. Results on Characteristics profile

Subject	Frequency	Percent
Gender		
Male	51	86.4
Female	8	13.6
Total	59	100
Age		
Below 30 Years	6	10.2
30-40 Years	24	40.7
41-50 Years	19	32.2
Above 50Years	7	16.9
Total	59	100

Education Level		
Master Degree	3	5.1
Degree	33	55.9
Diploma	20	33.9
Secondary School	3	5.1
Total	59	100
Duration work		
Less than 10 Years	25	42.4
11-20 Years	29	49.2
More than 20 Years	5	8.4
Total	59	100

According to the table 1 above, six respondents (10.2 percent) were under the age of 30, 24 respondents (40.7 percent) were between the ages of 30 and 40, 19 respondents (32.2 percent) were between the ages of 41 and 50, and ten respondents (16.9 percent) were above the age of 50. Additionally, the table above indicates that of the 59 study respondents, 8 (13.6 percent) were female and 51 (86.4 percent) were male. Moreover, the table

above indicates that out of 59 respondents, 3 (5.1 percent) had a secondary education, 20 (33.9 percent) had a diploma, 33 (55.9 percent) had a degree, and 3 (5.1 percent) had a master's degree. Then, based on the duration of work, the table above indicates that 25 respondents (42.4 percent) have worked between 5 and 10 years, 29 respondents (49.2 percent) have worked between 11 and 20 years, and 5 respondents (8.4 percent) have worked more than 20 years.

ANOVA TEST

Table 2. Anova Test

Model	Sum of Squares	d.f	Mean Square	F	Sig.
Regression	260.225	2	130.113	50.631	.000 ^b
Residual	143.910	56	2.570		
Total	404.136	58			

A. Predictors: (Constant), Motivation, Job Satisfaction
 B. Dependent Variable: Employee Performance

The table indicates that the F-count is 50,631 with a p-value of 0.000. When F-count (50.631) is compared to F-table = 2.76 (N = 59; df=56), it is obvious that F-count (50.631) is more than F-table

(2.76) and p-value (0.000) is less than 0.05. These findings indicate that these determinants have a significant effect on employee performance simultaneously.

PARTIAL TEST

Table 3. Partial Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.646	2.422		.267	.791
Motivation	.303	.058	.443	5.216	.000
Job satisfaction	.310	.049	.533	6.273	.000

a. Dependent Variable: Employee Performances

As depicted the table 3 above, the results shown statistically significant with the p-value is less than 0.05. This means that when the p-value (Sig.) is less than or equal to 0.05, the associated beta with the value of (sig.t=0.000) is significant in the equation.

Hence, the effect of motivation and job satisfaction on employee performance have a significant value, and the proposed hypothesis was accepted.



COEFFICIENT OF DETERMINANT

Table 4. Coefficient of determinant

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802	.664	.631	1.60307

A: Predictors: (Constant), Motivation, Job satisfaction

B: Dependent Variable: Employee Performance

According to the table above, the adjusted R square value is 0.631, indicating that the model accounts for 63.1 percent of the variation in employee performance. In other words, 63.1 percent of the variance in employee performance may be accounted by job satisfaction and motivation, whereas the remaining 36.9 percent can be explained by unidentified factors.

MULTIPLE REGRESSION EQUATION

The multiple regression equation may be configured using the following calculations' coefficients values:

$$Y = 0.646 + 0.303X_1 + 0.310X_2 + e$$

DISCUSSION

Job satisfaction has a significant effect on employee performance, as shown by empirical evidence. That is, the more satisfied a person is with his or her work, the more productive the employee is. Job satisfaction is a significant predictor of performance improvement, which implies that when more workers are satisfied with their jobs, total employee performance improves, resulting in improved business performance. Performance is measured in terms of achieving outcomes that align with the organization's overall objectives.

Motivation has a major impact on employee performance, as shown by empirical findings. The more motivated an employee is at work, the better his or her performance. The findings of this research demonstrate that motivation via incentives has a substantial impact on employee performance in a company. Motivation is associated with creating a driving force that fuels a person's desire to work tirelessly in order to accomplish a desired outcome. A good manager or leader encourages workers if they are able to instill the proper motivation in them, which will increase their enthusiasm for work and eventually result in the achievement of work productivity and business objectives.

MANAGERIAL IMPLICATION

The findings of this research show that work satisfaction and motivation have a partial or simultaneous effect on employee performance. Motivation has a major impact on performance, whether directly or indirectly. This demonstrates the critical significance of work motivation as a factor

influencing the magnitude of an employee's performance.

Essentially, an employee's performance is subjective, since each person has a unique capacity to execute their work responsibilities. The performance of an individual is determined by a mix of his or her skills, efforts, and opportunities acquired. Performance is the ultimate measure for determining an employee's success in his or her job. According to this view, performance is defined as an employee's capacity to accept responsibility for his or her job. Performance is critical for goal attainment and will motivate an individual to improve their performance. They often utilize a performance system to evaluate employee performance, which was created via observations made by superiors from each work unit using a variety of different techniques of evaluation or through direct interviews with the affected workers. The information gathered during the performance appraisal process can be used by supervisors or managers to manage employee performance, ascertain the factors that contribute to the employee's strengths and weaknesses, and use this information to establish targets and additional improvement steps toward the business entity's goals.

Employee work satisfaction is affected by both internal and external motivations. The intrinsic value of a reward is the elicitation of an emotion in the employee as a result of their effort. Extrinsic benefits include a sense of pride in one's job, a sense of obligation, a sense of difficulty, and acknowledgment. Extrinsic incentives are non-work-related events. For instance, workers get earnings, salaries, and incentives for doing well in line with the expectations of the business. Thus, in order to boost employee performance, management must constantly evaluate factors that influence employee work satisfaction, such as wages, compensation, and bonuses, in order to ultimately boost employee performance both individually and collectively within the business.

Motivation must be treated as a significant issue in the organization's human resource management. Employees are now considered assets in modern businesses, rather than just a method of production. As a result, businesses must establish an environment that is favorable to workers feeling secure and their needs being fulfilled, with the hope that their motivation will also be maintained to work



together to accomplish the company's vision and purpose. The enabling environment varies according to the features of each business. However, some of these may take the shape of supplied amenities, a sufficient level of welfare, a well-defined professional path, chances for self-actualization, workplace comfort and security, and retirement security, among others.

The conduct of an individual is initiated by a certain drive or motive. Essentially, every human being is motivated by a desire to do something. To achieve peak employee performance, the business's leadership and management must enhance employee motivation, since strong employee motivation is required to increase corporate productivity. Individuals that are highly driven will work more diligently and enthusiastically because they see work as a chance to improve themselves and be dedicated to others, not just as a source of money. As a result, motivation is critical in persuading a person to do work for both themselves and their business. Motivational encouragement is a term that refers to a positive impulse emanating from inside or outside the body that stimulates an individual's desire to engage in activities that contribute to goal attainment.

As a result, it is critical for the management side to convey the importance of business leaders delivering inspiration in a planned and sustained way in order to increase employee excitement and desire to work. Thus, it is anticipated that the business will be able to sustain and grow employee motivation in the future, which must be done effectively.

CONCLUSION

This conclusion may be reached based on the findings of the study and discussion that have been presented in the previous section. Employees of state-owned companies have a major impact on their performance when they are satisfied with their jobs and motivated at the same time. Employees at state-owned companies report that their job satisfaction has a major impact on their performance to a lesser extent. Work motivation has a significant impact on the performance of workers in state-owned companies, but only to a limited extent. To enhance the performance of workers at state-owned companies, one alternative approach that may be used is to place a greater emphasis on job satisfaction rather than on work motivation.

The following recommendations are made by the authors in light of the findings of this investigation: In order to optimize staff performance, leaders of state-owned companies are required to pay more attention to factors that influence employee performance as well. These characteristics include job satisfaction and work motivation, among others. Employees of state-owned enterprises should be continuously motivated by their leaders in a variety

of ways, including rewarding outstanding employees, strengthening family ties among coworkers through joint gatherings and monthly meetings, and realizing the advantages and disadvantages of each employee's characteristics. Taking this approach can optimize employee performance and reduce employee absenteeism. It is suggested that other researchers be able to investigate other variables in this study and perform comparable research on a larger research scale in order to get more comprehensive new research findings in future studies.

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