

# Work Motivation and Job Satisfaction as Determinants of Job Performance of Employees in Unej Medical Center

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## Abstract

This research aimed to analyze the impact of work motivation and job satisfaction on job performance of employees in Unej Medical Center (UMC), University of Jember. The analysis model used as the approach was the Regression Analysis Model. The sample size of 39 employees included doctors, midwives, nurses, nutrition workers, and finance, administration, security and janitor workers. Work motivation, measured through nine indicators, was a factor that encourages a person to act or inspire others for things as expected. Job satisfaction was measured through the nine indicators as a fun or positive emotional outcome of a person's work assessment or work experience. Performance measured through ten indicators, resulting from the linkage between effort, ability, and understanding of the task. Based on the results could be concluded that work motivation and job satisfaction were determinants of job performance.

**Keywords:** Work motivation, Job satisfaction, Job performance

## I. INTRODUCTION

Development of human resources, especially in every sector has been a necessity of a bureaucratic organization, because the development of human resources is considered a solution of any problems that occur within an organization. Limited human resources professional level will also make a limited contribution to the achievement of organizational goals. The limited achievements of organizational goals are currently also influenced by the organization's environment situation full of turmoil and challenges. The bureaucratic condition in Indonesia shows that the image of individual behavior in Indonesian government organization is not good enough. The image of civil servants in Indonesia called Civil Servants (PNS) seems to have been embedded in the wider community, the impression of laziness, undisciplined, unproductive, come only fill the attendance list, the waiter is not satisfactory, even tend to ask to be served and work on orders and not to show innovation and creativity (Pasolong, 2008). Employees consider that work is a very important part. Therefore, employees see the organization as an object that must be placed as an important part of his life, so as to create an organizational commitment from the Civil Servants (Riva'i, 2009).

The results of field observations of researchers, showing the impression that human resources are generally young and new, some have non-civil servant status, with adequate facilities. then the effort to know the motivation of work, job satisfaction and their performance needs to be done immediately, so that it can be formulated strategic plan as an effort to improve the quality and its performance to meet the future of this UMC UPT (Sabarguna, 2009). The above strategy is in line with Robbins (1996), which states that performance is an interaction function of ability and motivation, which affects performance.

## II. METHODS

This research aimed to analyze the influence of work motivation and job satisfaction on job performance of employees in Unej Medical Center (UMC), University of Jember, Indonesia, by using cross sectional design. Population of this research was nurses, midwives and administrative officers. Population size was 39 people. Data collection was conducted for two months (June to July), 2017. Research variables observed were: (1) work motivation, (2) job satisfaction, and (3) employee performance. Data was collected by using questionnaire, then analyzed using Multiple Regression Test.

## III. RESULTS

### A. Multicollinearity Test

To test whether the two independent variables free from multicollinearity conditions can be known by looking at the values of Tolerance and VIF as shown in Table 1.

Table 1. Values of Tolerance and VIF

Model	Tolerance	VIF
Motivation	0.661	1.512
Satisfaction	0.661	1.512

Table 1 shows that each independent variable did not occur multicollinearity conditions. This was indicated by a large tolerance value greater than 0.1 and a VIF value of less than 10.

**B. Normality Test**

In addition to each independent variable must not be mutually correlated, multiple linear regression must also satisfy that the residual value (residual / error) of the regression result has a normal distribution. Therefore, it was necessary to test the normality of the residues of linear regression results and shown by Table 2.

Table 2. Test of Normality (Kolmogorov-Smirnov Test)

Variable	Sig.
Reduction	0.200

Based on the results of the Kolmogorov-Smirnov normality test showed that large Asymp. Sig. (2-tailed) was greater than alpha (0,05) that was 0.200. This means that the regression model was eligible to have a normal distributed reiss.

**C. Heteroscedasticity Test**

A good regression model is free from heteroscedasticity, ie if the variance from one observation residue to another observes remains. To test that any independent variable free from heteroskedastic conditions can be done by using the Glejser test, that is, to form a linear regression again with the absolute value of the residue of the regression results as the dependent variable.

Table 3. Glejser Test

Variable	T	Sig.
(Constant)	1.343	0.188
Motivation	-0.516	0.609
Satisfaction	-0.262	0.795

Table 3 shows that both independent variables (motivation and satisfaction) there was no heteroscedasticity. It can be seen from the significant value of more than alpha 0.05.

**D. Multiple Regression Test**

The output of multiple regression analysis was presented at Tabel 1.

Table 4. The Result of Multiple Regression Test

Variable	Regression Coefficients
Constants	0.113
X1 (Motivation)	0.810
X2 (Satisfaction)	0.169

Based on these results could be compiled multiple regression equation as follows:

$$Y = 0,113 + 0,810X_1 + 0,169X_2$$

**F. Hypothesis Testing**

Table 5. The Result of T-Test

Variable	T	Sig.
Constants	0.206	0.838
X1 (Motivation)	5.006	0.000
X2 (Satisfaction)	1.643	0.109

Motivation had a significant effect (Sig. 0.000) on employee performance. Satisfaction had not significant effect (Sig .0109) on employee performance.

Table 6. The Result F-Test

Model	F	Sig.
$Y = 0,113 + 0,810X_1 + 0,169X_2$	28.222	0.000

F value was 28.222 with a significance level of 0.000 (<0.05), so it could be concluded that motivation and job satisfaction simultaneously affected the employee performance.

Test the coefficient of determination to determine how closely the influence of independent variables on employee performance.

Table 7. The Coefficient of Determination

Model	R <sup>2</sup>
$Y = 0,113 + 0,810X_1 + 0,169X_2$	0,611

The value of R<sup>2</sup> of the regression model was 0.611 (61.1% of employee performance was influenced by the variation of the motivation and satisfaction).

#### IV. DISCUSSION

Motivation of employees has significant effect on employee performance. Motivation of intrinsically influential work is:

- a. Human Resources UPT UMC still many young ones  
A total of 38 employees who are under 40 years of age. While the more than 40 years there is 1 person, this is considered very profitable because with the HR a lot of easy, facilitate employees to have a good performance (Pasolong, 2008).
- b. There are still many people who have not yet PNS4 from 39 employees are still not civil servants, it will be easier to be motivated in order to have satisfaction and better performance in the sense of not yet entering the comfort zone (Ahmad, 2004).
- c. The work at the UMC clinic is relatively mild compared to work in other hospitals or clinics (no multiple positions). It is marked at least hours of overtime and double positions in the course of discipline absence (UPT UMC, 2017).
- d. Togetherness of employees is very high because the number of UMC employees is not very much then the solidarity of togetherness between them is very high. They feel same fortune (UPT UMM, 2017).
- e. Extrinsic motivation of work is influential is: The small mutation rate. From employee data of UMC, many employees whose working period is more than five years and concerned do not do mutation or move work (UPT UMC, 2017).

Motivation of employees has a significant effect on employee work satisfaction UPT UMC. Basically, an employee needs a leader who is able to provide encouragement and guidance to achieve a goal set by an organization of either government organization, or private and other social organizations (Riva'i, 2009; Satria Negara, 2009). To create a good condition depends on the motivation, situation and style applied by the leader. Besides that also when an employee has felt a conducive situation, it will be encouraged to perform activities well that ultimately achieved satisfaction.

Robert House in Robbins (2002), argues that the behavior of a leader can be well received by subordinates insofar as they perceive as a source of or immediate satisfaction or future satisfaction. Furthermore it is said that a leader's behavior is motivational in order to: (1) make subordinates need satisfaction dependent on effective performance, and (2) provide coaching, guidance, support and rewards necessary for effective performance. The existence of relationship between motivation with job satisfaction supported by result of research of Nursiah (2004) which concludes that leadership style in motivation can give job satisfaction to employees so that between motivation and job satisfaction have positive and significant relationship.

Employee job satisfaction has not significant effect on the employee performance.

- a. Salary is not high. Salaries are relatively low, at least about the same as UMR Jember (UPT UMC, 2017).

- b. The career path is not clear. To occupy certain positions, the UMC can not directly immediately, but must be in accordance with the order of seniority in hirearki staffing. Moreover UPT UMC not yet independent, still under the employment structure of headquarters of University of Jember (UPT UMC, 2017).
- c. Lack of employees attend training or seminars to improve job satisfaction. UPT UMC is considered very rare to conduct seminars or training for its employees (UPT UMC, 2017).
- d. Treatment time is relatively short. Patients who come to UPT UMC mostly need a short time. Because the lack of patients feel satisfaction UPT UMC service / do not know then no love (UPT UMC, 2017).
- e. Patients who come relatively light illness. Patients who come to UPT UMC mostly are light patients and do not require hospitalization. So the connection between medical officer and patient less, this will cause patient satisfaction will be low. (UPT UMC, 2017).

## V. CONCLUSION

Based on the result of the study, could be concluded that the main determinate of job performance of employees in UMC is the work motivation.

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