

## **Job Satisfaction Management, Work Motivation and Employee Engagement to Improve Employee Performance**

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**ABSTRACT:**In the increasingly fierce competition, the company needs to maintain human resources that perform well in order to survive in the industry and can achieve the company's objectives. The study aims to identify and examine the effects of work satisfaction, work motivation, and employee engagement on employee performance, both in part and at the same time. This research was conducted in a computer software developer company in Jakarta. This study uses survey methods and data processed with multiple linear regression analyses using SPSS version 23. The results showed that the work satisfaction variables partially had a positive and significant impact on employee performance. This work motivation variable has a positive and significant impact on employee performance. Employee engagement variables have a positive and substantial influence on employee performance. Simultaneous research results (F test) Job satisfaction, job motivation, and employee engagement have a positive and significant impact on employee performance.

**KEYWORD:** *Job Satisfaction, Work Motivation, Employee Engagement, Employee Performance.*

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### **I. INTRODUCTION AND LITERATURE REVIEW**

At this time, the development of the globalization era raises intense competition between companies engaged in similar business fields. Compete in the industry; companies are required to obtain, develop, and maintain quality human resources. Reliable and professional human resources, in general, can get the job done well and on time so that employee performance is high and the company can achieve its stated goals. The success of a company depends very on the performance of employees and the results of the performance. Attention to human resources applies to all companies or organizations. During efforts to continue to win the match, there is a phenomenon of declining organizational performance, and this can see from the sales achievement data that has not been able to reach the targets set by the company.

Pre-survey was conducted in the industry of computer software developer services in Jakarta, which was conducted using eleven variables that allegedly have a direct influence on the performance of the software developers, namely: internal communication, work environment, work discipline, job satisfaction, work motivation, work stress, competence, organizational culture, organizational commitment, leadership style, and employee engagement. The survey was conducted by spreading the questionnaire directly to the software developers, and the results showed that the work satisfaction variable is the most dominant variable that is suspected of affecting the performance of the Software Developers (63%), followed by the motivation of work (56.5%), and employee engagement (53%). Based on the results of the pre-survey, then developed questionnaires by using variables independent of job satisfaction, work motivation, and employee involvement are attributed to the influence of each of these variables on the performance of employees in software development companies.

In this study, Job Satisfaction is an emotional state of the employee regarding the feelings and attitudes of the work itself, which is the result of the assessment or work experience of the employee (Bragas et al., 2020). It is also relevant to the results of the Fatwa research indicating that the work provides satisfaction to if the desired expectation or desire is reached, and vice versa, the dissatisfaction of employees with the work gained if hope and desire are not achieved (Fatwa Mosyani, 2020; Djibran, 2020). Research It was based on the opinions Robbins (2018) that defines job satisfaction is a positive feeling about the job of a person who is the result of characteristic evaluation. Satisfaction occurs when employees needs are met and associated with the level of likes and dislikes associated with employees, is a common attitude held by employees closely related to the rewards they believe they will receive after making sacrifices (Herlissha, 2019; Riyanto & Ali, N. d; Scandura & Lankau, 1997; Marcus, 2017).

Every employee in the company will always try to work with the skills they have to achieve the desired job satisfaction. Job satisfaction will be more obvious when they have acquired aspects of their work according to their wishes such as developing skills and skills, developing careers, having the opportunity to follow education, work in comfortable conditions supported by good working facilities, and leaders who always give

encouragement, fulfillment of necessities of life, and have a job according to the conscience (Riyanto & Panggabean, 2020) .

General job satisfaction is regarded as a constructive response stimulator and as a destructive response suppressor. For example, Rusbult et al. (1988) reasoned that employees who are generally more satisfied with their work may find it highly motivated to restore good working conditions and may feel more optimistic about the possibility of improving working conditions, and are therefore more likely to respond constructively than employees who are generally less satisfied with their work. The results of the study mentioned above support the stimulator role of job satisfaction with respect to the Patience and loyalty of officers (Hagedoorn et al., 1999;Valentine et al., 2011; Kutcher et al., 2010); even if result another studies showed that there was no relationship between work satisfaction in individual with the anger of an officer(Wanberg et al., 1999;Lanfranchi et al., 2010).

The nature of job satisfaction is comprehensively, including freedom to make job-related decisions, to make contributions to the organization's work process and share confidence for organizational processes (Rifai, 2005;Bentley, 2012; Hoffman, 2015;Pritchard, n.d.). Work motivation is very closely related and interdependent with each other to realize the profession of employee professionalism (Majid et al., 2010;Blonk & Editors, n.d.; Dal Forno &Merlone, 2010;Schein Edgar & Peter, 2017). Researchs which involves the motivation of intrinsic work, emotional fatigue, and the purpose of the company shows that employees' motivation becomes the dominant factor in the employees performance (Elçi et al., 2012;Arshadia, 2010;Ryan, 2010; Salmela-Aro et al., 2012).

Another thing that is acknowledged to have a significant impact on employee performance is Employee Involvement as a new approach to employee motivation as a perspective of behavior based on the three-dimensional physical, emotional, and cognitive involvement (Kahn, 1990); a condition that indicates the extent to which employees are committed to something or someone in the organization, and how long they persist as a result of such commitments (Gagné & Bhawe, 2011). Increased employee engagement, through the kaizen style of continuous improvement, can lead to lower outcomes, satisfaction, and costs in direct and indirect ways, reducing voluntary turnover rates, which can improve quality while reducing recruitment and onboarding costs of new staff(Grabau, n.d.; Georgiades, 2015;Winasis et al., 2020;Srivastava & Madan, 2016).

According to Kahn (1990), involvement was a psychological state of an employee who came from a social exchange at work and resulted in a higher organizational performance. An employee demonstrated higher performance when he discovered the sinfulness in work, corporate culture and policy, safety in career, status, and physical, emotional, and psychological empowerment(Tiwari& Lenka, 2019;Albrech, 2011). This opinion is particularly relevant to what is conveyed by Bersin (2015), which explains that the low level of employee involvement consistently also indicates that the organizational effort to increase employee Engagement has not been effective (Whittington et al., 2017;Turner, 2020; Hickey, 2016).

Thus employee engagement is the level of commitment and employee engagement to the organization and its values. An employee involved realizing the business context, highly motivated and committed, and diligent work together with the team/colleagues to improve performance in the work for the benefit of the organization (Rai, 2012;Kuruba, 2019;Thornton et al., 2019).

The job satisfaction, motivation and work involvement will eventually lead to the formation of quality and high performance of employees, as is the expectancy theory from Victor Vroom who argues that employee performance is determined by variables such as personality, experience, skills, and individual abilities. The Expectancy Theory includes three main concepts: its valence, its hope, and its instrumentation (Collings, 2010; Umrotul Khasanah, 2013;Robbins, 2018;Joannidès de Lautour, n.d.).

Industries and employers greatly benefit from employees who have good performance, as these employees can offer new services or products, and they master new technologies for the companies they employ. Ultimately, the excellence not only increases employee performance but also delivers higher investment returns to employers with positive publicity and increased prestige(Attwell, 2019;Namira et al., n.d.;Us, 2014;Cran, n.d.;Brief & Business, n.d.) .

Perceived employee performance is an important factor that contributes to improving the outcome, behaviour and nature of the employees. It helps to increase organizational productivity (Studies, 2014;Merriman, 2017)and can be a benchmark for encouraging, measuring, evaluating, improving, and appreciating the performance of employees in the workplace (Robert & John, 1999).

## **1.2 Research Objectives**

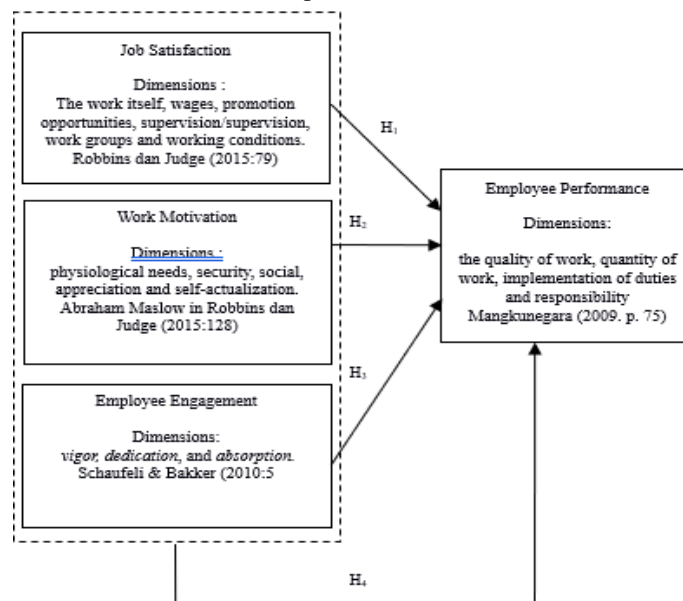
The objective of the research is to identify the factors that directly or indirectly affect the employee performance in software developers companies in Jakarta, Indonesia. Further to examine whether the performance of software developers can be improved by approach and improvement on the factors discussed in this research, namely job satisfaction, work motivation and employee engagement, and how much the factors influence each other to achieve the best performance for the company.

### 1.3 Research Methodology and Data Analysis

Data analysis methods used in this study include descriptive statistics, research instrument tests, standard assumption tests, multiple regression analysis, and hypothesis testing. In this study, the data process using the SPSS version 23.

Based on the results of previous theoretical and research studies on the effect of job satisfaction, work motivation, and employee engagement on employee performance, the researchers developed the following thinking models:

**Figure 1**  
Conceptual Framework



### 1.4 Findings and Interpretation

Based on the results of the descriptive analysis in this study shows that the job satisfaction is categorized high, work motivation is categorized high, employee engagement is categorized high, and employee performance is categorized high. It can see from the mean of each variable that is at 3.41 - 4.20, which is categorized high.

**Table 1**  
Validity Test Result

Variable	Number of Statement	Range of value(r Count)	r table	Description
Employee performance	12	0,405 - 0,844	0,263	Valid
Job satisfaction	18	0,404 - 0,749	0,263	Valid
Work motivation	15	0,381 - 0,742	0,263	Valid
Employee Engagement	9	0,649 - 0,750	0,263	Valid

Based on testing the validity of the research instrument (questionnaire) on the variables of job satisfaction, work motivation and employee engagement with each question get r count value higher than r table that is equal to 0.263 so that the overall research questionnaire is valid.

**Table 2**  
Reliability Test Results

Variable	Cronbach's Alpha	Description
Employee performance	0,874	Reliable
Job satisfaction	0,898	Reliable
Work motivation	0,896	Reliable
Employee Engagement	0,882	Reliable

The reliability test results (Table 2) indicate that all variables have an alpha coefficient large enough that is above 0.60, it can say that all measuring concepts of each variable from the questionnaire are reliable. It means that the data acquisition can be continued to be used as input data in the calculation of multiple linear regression.

**Table 3**  
Multiple Linear Regression Results  
*Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	1.036	.339	
Job Satisfaction (JS)	.223	.088	.290
Work Motivation (WM)	.373	.107	.420
Employee Engagement (EE)	.191	.082	.228

Based on the data in table 3, where the regression analysis results obtained the following regression equation:

$$Y = 1.036 + 0.223 JS + 0.373 WM + 0.191 EE$$

The condition as demonstrated by the above regression equation illustrates that in general, the performance condition of the company's employees of computer software developers in Jakarta is relatively low. This is indicated by a constant number below the value of 2, i.e. only (1,036). However, based on the results of this research, employees' performance could be increased or improved when the intervention efforts with an approach are able to improve job satisfaction, job motivation and employee engagement. From the regression analysis above we can know that the main element of the performance of the company employee of the computer software developer in Jakarta is work motivation, followed later by job satisfaction and the lowest influence gained from employee engagement.

**Table 4**  
Inter-dimensional Correlation Analysis

Variable	Dimension	Quality of Work	Work Quantity	Implementation of Duties	Responsibilities
Job satisfaction	The Job Itself	0,519	0,379	0,450	0,238
	Wages / Salaries	0,546	0,380	0,415	0,377
	Promotion Opportunities	0,523	0,478	0,437	<b>0,214</b>
	Supervision	0,442	0,391	0,510	0,470
	Workgroup	<b>0,606</b>	0,453	0,509	0,340
	Working Conditions	0,519	0,374	0,550	0,367
Work motivation	Physiological Needs	0,493	0,463	0,535	0,425
	Safety Needs	0,554	0,564	0,533	0,406
	Social Needs	0,547	0,565	0,417	0,548
	Award Needs	<b>0,599</b>	0,533	0,580	0,472
	Self Actualization Needs	0,493	0,469	0,567	<b>0,401</b>
Employee Engagement	Vigor	0,459	0,484	0,300	0,431
	Dedication	0,449	0,414	0,259	<b>0,573</b>
	Absorption	0,431	0,388	<b>0,201</b>	0,565

From Table 4 Correlation Analysis in this study conduct to examine the relationship between dimensions of job satisfaction, work motivation, employee engagement with employee performance.

## II. CONCLUSION

Based on the results of data using multiple linear regression, it appears that for employees of the company's computer software developers in Jakarta, job satisfaction has a positive and significant impact on the efforts of improving employee performance. The highest correlation occurs in the workgroup dimension with working quality aspect. Creation of working groups will improve employee performance. There is support from co-workers and superiors; good communication between co-workers will make employees able to perform tasks/work properly and can complete the task after the deadline specified.

In general, work motivation has a positive and significant effect on employee performance. The highest correlation occurs in the dimension of need for appreciation with quality aspects of work. Fulfilling employee appreciation needs, such as compliments, bonuses, and awards, will improve employee performance. Giving gifts to these employees will minimize the mistakes in working and can work under the standards set by the company, so it can produce good quality of work. Employee engagement has a positive and significant impact on employee performance. Support by the test result correlation between dimensions with a stable level of

correlation, namely between the size of dedication and the aspect of responsibility. This suggests that employees who are enthusiastic about their work are demonstrated by employees who are proud of their work and have a great inspiration in doing the work will improve their excellent employee performance.

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