



Determination of Motivation and Performance: Analysis of Job Satisfaction, Employee Engagement and Leadership

Primadi Candra Susanto¹, Siera Syailendra^{2*}, Ryan Firdiansyah Suryawan³

¹Institut Transportasi dan Logistik Trisakti

²Universitas Kader Bangsa

³Sekolah Tinggi Penerbangan Aviassi

Corresponding Author: Siera Syailendra Sierasyailendra01@gmail.com

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ABSTRACT

This article aims to review and synthesize a literature review related to employee performance, motivation, job satisfaction, employee engagement, and leadership and to see the research results of the variables that will be reviewed and whether there is an influence between one variable and another. This study uses a literature review by looking for references related to related variables. This study provides an overview of the articles obtained by describing the influence between variables. The results of the study show that several variables influence the evidence of exposure in a matrix. The employee performance study in this literature review article explicitly focuses on supporting variables that can improve employee performance, namely motivation, job satisfaction, employee engagement, and leadership.

INTRODUCTION

Basically, businesses and organizations need resources to achieve their goals. Resources can be: human resources, natural resources, scientific resources, technical resources and financial resources. One of the most important factors in any company or organization is human resources. People manage other resources that factor into the company's existence in carrying out their respective roles. Companies have an obligation to monitor the performance of their employees, employees are assets and their performance contributes to company goals. Organizations that fail to maintain or manage employee performance may not comply with employee performance variances which can hinder the organization's progress in achieving its goals. Companies demand maximum performance from their employees in carrying out their work. Actions taken to improve the business of a company or organization are a form of employee performance. The role of employees is very important in the success or failure of a company. Because of the importance of this, in this case the company must monitor the performance of each employee and monitor whether they have fulfilled their duties and responsibilities as expected. This performance evaluation is very important for the company to decide whether to continue working with the employee if the employee's performance is good.

The concept of performance measurement measures the ability of employees to carry out work. Many things can affect an employee's performance, such as motivation, job satisfaction, employee engagement and leadership style. The results of employee performance can be seen from the evolution of performance. Employee performance is the result of activities carried out by employees. The results obtained are not only from formal education, but also from practice in the field. This achievement could not be separated from the existence of various training courses for operations and company management training courses. Operations Development and Business Leader Training effectively improve results, but technical development is the responsibility of every business leader to plan and develop skills. It is intended to improve concepts and strategies. To improve performance, leaders must try to complete the work or tasks assigned to them. Employee performance affects their contribution to the organization. Each job has specific job criteria or job dimensions that identify the most important elements of the job. Organizations or agencies must consider employee engagement as a basis for correcting weaknesses and increasing strengths in order to increase employee productivity and development so that the performance of each agency employee needs to be improved.

Components that can help determine the measurement of employee performance are generally based on the following: Quality of work, measured from the employee's opinion or assessment of the quality of work performed and the completeness of tasks, based on the skills and abilities of the employee. The quantity or quantity produced is expressed, for example in the number of pieces, in the amount of work to be completed in a targeted way. Proper management or timeliness in doing delegated work. Efficiency, the level of accuracy with the maximum and measurable use of human resources, money, technology, raw

materials. Independence, the extent to which an employee's ability to work alone maintains work obligations to agencies, and employee responsibilities to agencies.

THEORETICAL REVIEW

Leaders need to know the various weaknesses and strengths of members to achieve targets for improving employee performance. According to (Abdelmegeed Abdelwahed et al., 2022) Companies must be able to build and improve performance in their communities. (Karatepe, 2013) The success of a company is influenced by several causes, but one of the most important is human resources. This is because human resources are the most important actors at all levels from planning to evaluation which can use other resources in an organization or company. In (Iqbal et al., 2021) If the quality of human resources in a company is high, it can increase company competitiveness and improve company performance. Therefore, human resources must be empowered specifically to realize organizational goals.

Findings (Jamaludin, 2017) Corporate decline can be associated with the inability of employees to carry out their duties and responsibilities satisfactorily due to an inefficient management style. In this case, the manager is not a role model and does not carry out management functions: planning, organizing, managing and controlling. Thus, leadership style becomes a very important learning material. (Rahayu et al., 2013) One of the factors associated with the long-term success of an organization is its ability to measure employee assets and use that information to ensure that performance meets current standards and improves over time.

(Hardiansyah et al., 2019) suggests that there are several employee performance indicators which can be described as follows. (1) Quality of work. Quality is needed for a company to survive in various competitions. An ideal work result also represents the quality of the company's product and service managers. (2) Working quantity. Describes the fulfillment of targets that have been set so that it shows the ability of the organization to manage its resources to achieve its goals. (3) Working time. Describes the working time that is considered the most efficient and effective at all levels of management. Working time is the basis for employees to complete the work that is their responsibility. (4) Collaborate with colleagues. Guide to the success of the organization in achieving the goals that have been set. Good cooperation creates trust among various stakeholders, both directly and indirectly with the company.

METHODOLOGY

Writing this article aims to review and synthesize the available literature related to employee performance so that it can contribute to the understanding of Motivation as a Mediating Variable of Job Satisfaction, Employee Engagement, Leadership which Impacts Employee Performance. Therefore, through writing this article the author tries to examine some of the literature based on books, research journals and other sources of information from the mass media, electronic media as well as relevant website pages in order to find out the factors causing increased employee performance. This article lays the theoretical

foundation for future research on employee performance improvement and can help personnel managers think about how to apply strategies to their organizational environment to improve employee performance.

The study of the concept of employee performance in this article is explicit in the factors that encourage increased employee performance and organizational business processes in creating employee motivation. To obtain the information and data needed in this paper, the following data collection techniques are used in documents/libraries, namely the technique of obtaining data by studying documents related to the problem under study. Data analysis techniques in this study used qualitative analysis methods using inductive thinking patterns. This analysis process was carried out using data analysis techniques that are content analysis, namely the detailed description stage, the nature, characteristics and substance of the data and the context, then theoretically interpretative and using inductive reasoning then a conclusion is drawn.

RESULTS AND DISCUSSIONS

Human resources play the most important role in achieving company goals. This is because the key to success in maintaining and developing a business lies in human resources as a businessman. Competition in the era of globalization requires companies to work more effectively and efficiently. The company's progress is also determined by the most important factor: the quality of its employees or collaborators. To produce professional human resources, high employee performance is required. Better employee performance increases the overall productivity of companies and enables them to survive in global competition. Optimal performance is the result of good performance that reflects employee skills. Employee performance is generally defined as a person's success in completing a task or is the result of work that has been done by someone to achieve work goals through a given task. (Putra & Ali, 2022) Employee performance is the level of achievement of results for carrying out certain tasks.

Company performance is the level of achievement of results in order to achieve company goals. So it can be concluded that employee performance is the ability to achieve job requirements. Where a work target can be completed at the right time or does not exceed the given time limit so that the goal is in accordance with the company's morals and ethics. (Andhika Putra et al., 2020) good performance is a result of work that can be assessed by a person or group of people in an organization, according to their respective authorities and responsibilities, in order to achieve organizational goals legally, not against the law and in accordance with morals and ethics. (Vidyarthi et al., 2014) Managers play an important role in motivating employee performance because employees need motivation from managers. (Syafii et al., 2015) With motivated employees, they will generally know how to achieve organizational goals quickly and precisely.

(Selvarajan et al., 2018) the ultimate goal of performance appraisal should be to motivate employees to improve their performance from the motivational aspect of how performance appraisal can be translated into improving employee

performance or increasing employee productivity. (Putra & Ali, 2022) A leader in an organization is obliged to communicate with his subordinates in order to increase motivation by telling employees what needs to be done, how well they are doing it, and what can be done to correct poor performance. (González-González & García-Almeida, 2021) The success of employee-driven innovation is primarily based on developing fair and transparent processes that promote, capture and evaluate employee ideas. Managers play a very important role in increasing the motivation and performance of employees. (Beltrán-Martín et al., 2017) Organizations that claim that individuals prefer positive and productive behavior must be given learning opportunities to be more motivated to work for the betterment of their work units.

(Nguyen et al., 2020) Organizational cultural norms and practices accepted by everyone in the organization. Organizational culture is a common reference between humans when interacting in an organization. A pleasant working atmosphere can be created in an organization where employees feel committed to the company. (Abdelwahed et al., 2022) Employee involvement in carrying out tasks can generate a sense of job satisfaction and foster employee attachment to the organization. (Advani & Abbas, 2015) It is a transformational leadership process or a very resilient component of an organization. Meanwhile, as a motivator, coach, advisor, and innovator, leaders must lead by example, using the four self to support and forge relationships. productive and influencing success. (Eliyana et al., 2019) A work environment that mutually supports one another will create a leader in the organization, who will be able to become a motivator and lower-level employee engagement will be created because a leader is an example to admire. (Pahrudin et al., 2018) Job satisfaction can prevent high turnover rates in the company, with employee job satisfaction it will improve employee work ethic. In an effort to improve employee performance management must foster job satisfaction and employee engagement so that the resulting performance results are significant. (Setyawati & Assegaf, 2015) Management needs to pay attention to employee competencies so that management can see maximum performance improvements. (Siswanto & Lestari, 2019) Companies will be able to see an increase in performance if the employee engagement level is high and a survey can be carried out via the gallup q 12 questionnaire to get employee engagement results.

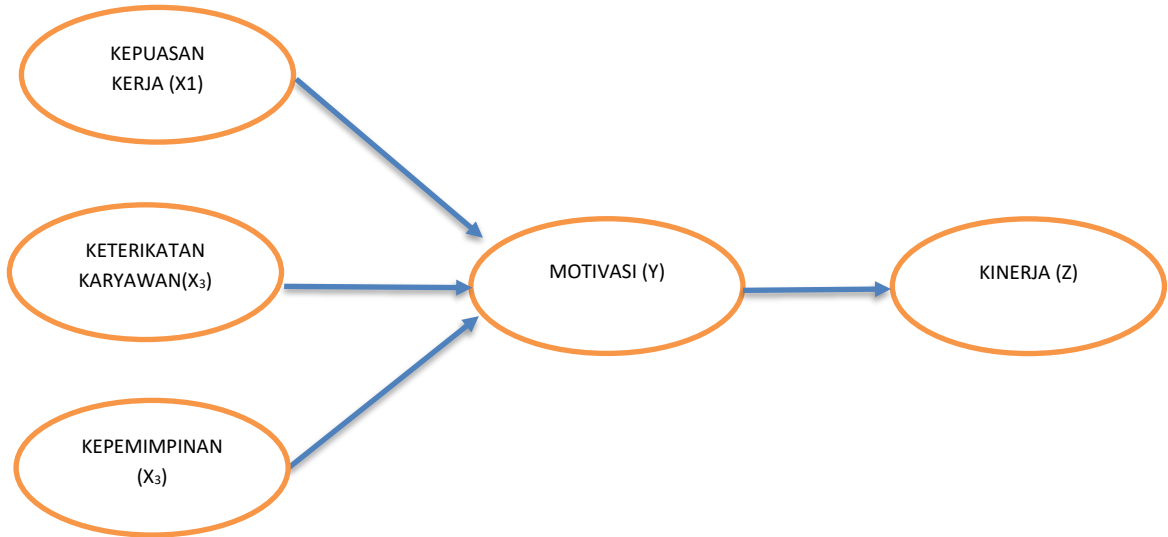


Figure 1. Framework Model

Table 1. Employee Performance Assessment Form

Name			
Position			
Department			
Working Time			
Assessment every 6 months			
Month	Absense	Discipline	Accuracy
January			
February			
March			
April			
May			
June			
Signature of Appraiser 1 Head of Department			
Signature of Assessor 1 HRD Department			
Appraiser Notes 1			
Appraiser Notes 2			

CONCLUSIONS AND RECOMMENDATIONS

Every company always strives to increase employee productivity. For this reason, leaders must find ways and solutions to improve employee performance. This is important because achievement reflects a deep sense of enjoyment for the work done, enabling us to get things done faster and achieve better results. Performance is very important for company organization. This is because (1) high performance can certainly reduce absenteeism and lost time due to employee laziness, and (2) high performance of workers and employees causes the time given to them to be less or less. (3) lower performance does not benefit the organization. This is because the more job dissatisfaction, the lower job satisfaction and the higher the level of employee mental damage. (4) High performance automatically motivates employees to work. Employees tend not to change towards decreased productivity. (5) Good employees tend to work carefully and thoroughly, so high performance can reduce accident rates. Therefore, they work according to existing procedures.

Employee performance can be summed up as the employee's ability to perform certain skills. Employee performance is very necessary because it shows how well the employee is able to carry out the tasks assigned to him. For this reason, it is necessary to set clear and measurable standards and compile what is used as a reference. By looking at the existing gaps based on facts in the field and a review of the literature. The authors provide suggestions, including: (1) Employee performance can be measured using key performance indicators techniques that must be carried out every year. (2) Employee performance can be increased by means of extra attention from management to employees, for example by providing clear training and compensation in written regulations. (3) Employee performance can be improved by motivational methods given by the department heads. (4). Employee performance will increase if employee engagement is high and can be done through a survey of all employees in the company.

FURTHER STUDY

The study of the concept of employee performance in this article is explicit in the factors that encourage increased employee performance and organizational business processes in creating employee motivation. To obtain the information and data needed in this paper, the following data collection techniques are used in documents/libraries, namely the technique of obtaining data by studying documents related to the problem under study. Data analysis techniques in this study used qualitative analysis methods using inductive thinking patterns. This analysis process was carried out using data analysis techniques that are content analysis, namely the detailed description stage, the nature, characteristics and substance of the data and the context, then theoretically interpretative and using inductive reasoning then a conclusion is drawn.

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