

Determinant Employee Performance and Job Satisfaction: Analysis Motivation, Path Career and Employee Engagement in Transportation and Logistics Industry

Primadi Candra Susanto^{1*}, Ni Nyoman Sawitri², Sugeng Suroso³

¹Institut Transportasi dan Logistik Trisakti, Jakarta

^{2,3}Jakarta Universitas Bhayangkara Jakarta Raya, Jakarta

Corresponding Author: Primadi Candra Susanto Primstrisakti@gmail.com

ARTICLE INFO

Keywords: Employee Performance, Job Satisfaction, Motivation, Career Path, Employee Engagement

Received : 15, January

Revised : 22, February

Accepted: 15, March

©2023 Susanto, Sawitri, Suroso: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The purpose of this study was to determine the effect between variables in this study. The results showed that there was no positive and significant partial effect of Employee Performance on Job Satisfaction. This can be interpreted that the perception of Employee Performance has not been able to work on employee job satisfaction. However, there is a simultaneous positive and significant effect of Motivation, Career, Employee Engagement, and Employee Performance on employee Job Satisfaction. This can be interpreted that higher perceptions of Motivation, Career, Employee Engagement, and Employee Performance can increase employee Job Satisfaction. This research uses quantitative methods and path analysis of the SPSS Version 22 program, a sample of 58 people from various representative transportation and logistics companies.

INTRODUCTION

The company has employees with predetermined areas of expertise and placements in accordance with the job description will contribute with a target per employee. Of course, employees need to be very motivated in carrying out the work that has been charged. Motivation is related to career so that employees are motivated to work (Araújo et al., 2018; Ameen et al., 2018), of course, motivation has an influence on career paths, but here the author is looking for research results where motivation with employee performance gets related results according to research from (Indrasari et al., 2019), there are also research results from (Pawirosumarto et al., 2017) states that there is a correlation between employee performance and motivation.

In addition to motivation and employee performance, research results from existing scientific articles, there is also employee engagement with employee performance variables where from the results of existing research from (J., 2014) states that positive employee engagement is significant with employee performance, but in this study the author has not found that the three variables above, namely motivation, career path, employee engagement have an influence together, And this makes it the first gap in the study. The two authors looked for the influence between employee performance and job satisfaction which was only very little found, one of which was according to (Bellou, 2010) there was a positive and significant correlation between the variables of entrepreneurial orientation, organizational culture, job satisfaction, organizational commitment and employee performance. In addition, there are also research results from (Suliman & Al Kathairi, 2013; Karuhanga & Werner, 2013) states that the variable job satisfaction, job commitment achieves job satisfaction within the organization.

After describing above, the second gap is where between the three variables motivation, career path, employee engagement to look for influence and significance, with the variable job satisfaction not yet present in scientific articles together with the results. So the purpose of this study is to find the influence between the variables above with the results that will be presented from the calculation of data analysis. The object of this study is the transportation industry.

THEORETICAL REVIEW

Motivation

(Herzberg, 1968) further states that recognition of achievements translates into direct feedback; responsibility into self-regulation, authority to communicate, exercise of vision of resources and accountability; while progress and growth are translated into the dynamics of new learning centers leading to new skills, in addition motivation within the company is innovation (Afsar & Umrani, 2020).

Motivation with Employee Performance

Research results from (Pancasila et al., 2020) motivation significantly and positively with employee performance. The hypothesis in this study is that H₁ Motivation has a positive effect on Employee Performances.

Career Path

Career orientation is as a pattern of work-related preferences that, in professional employees, may or may not remain stable during one's service life (Gubler et al., 2014).

H₂. Career Path has a positive effect on Employee Performances.

Employee Engagement

Employee engagement is defined in general terms as the level of commitment and engagement that employees gain towards the organization and its values. At the moment when an employee is involved, he realizes his responsibility in business goals and motivates his colleagues together, for the success of organizational goals (J., 2014).

Employee Engagement with Employee Performance

Employee performance has a positive influence on Employee Engagement (J., 2014).

H₃ Employee engagement positively affects Employee Performance

Employee Performance

Simamora stated regarding performance is feedback on how various problems such as fatigue, shortcomings, and potential and in turn is beneficial for setting goals, tracking, career development plans especially organizations. Performance is the result of quality and quantity achieved by employees (Gayathiri et al., 2013)

H₄ Employee Performance positively affects job satisfaction.

The following is a research model with a chart offered by the researcher as follows:

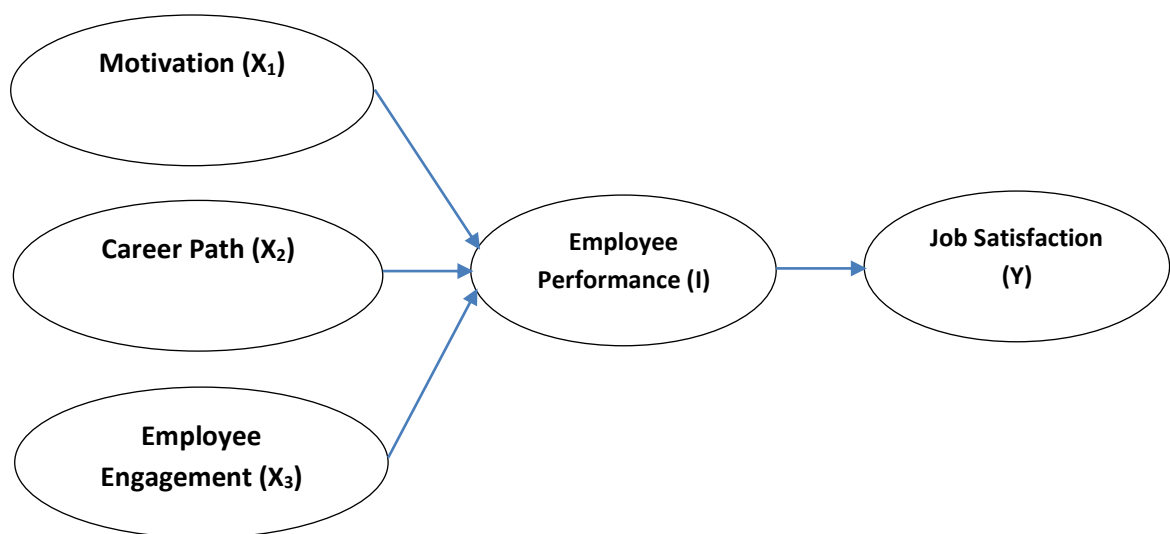


Figure 1. Conceptual Framework Novelty

METHODOLOGY

This study used a quantifiable method with the population in this study consisting of employees of several transportation and logistics companies in Jakarta by taking random sampling with a total of 58 employees in 2022 in December. The sampling technique in this study is purposive with certain conditions by the researcher. according to research needs. Data collection by distributing questionnaires to respondents according to the characteristics of the set sample. The Likert scale is used for a large number of respondents to find out their responses or attitudes.

RESULTS

As a result of Path Analysis, this analysis is one of the options in order to study the dependence of a number of variables in the model. This analysis is a good method to explain when there is a large set of data to analyze and look for causal relationships. The development of a path analysis model should be based on quality relationships that have a strong theory. This development aims to develop the causality that you want to test and express in the form of an equation before the path analysis is made. Models are designed based on concepts and theories.

Substructure Path Analysis One. To find out whether it affects job satisfaction, employee attachment, leadership to motivation, it is carried out using path analysis using SPSS software version 2 2.0. The results of the analysis of the path of the first substructure are as follows:

Table 1. Model Summary

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806 ^a	.649	.630	3.041

a. Predictors: (Constant), Motivation, Career Path, Employee Engagement

Based on the summary model table above, the R Square figure of 0.649 or (64.9%) was obtained. This shows that the independent variables Motivation (X₁), Career Path (X₂), Employee Engagement (X₃) were able to increase the dependent variable Job Satisfaction (Y) by 64.9%. While 1-64.9 = 35.1% there are some other variables or variables that were not included in this research model.

Table 2. Anova Results

ANOVA ^a					
Type	Sum of Squares	Df	Mean Square	F	Sig.
Regression	924.925	3	308.308	33.341	.000 ^b
Residual	499.351	54	9.247		
Total	1424.276	57			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Career Path, Employee Engagement

Conclusion:

$$F_{\text{count}} = 33,341$$

$$F_{\text{table}} = 2.78$$

$$F_{\text{calculate}} > F_{\text{table}}$$

Then H_0 rejected means that there is a difference in Performance Employee between Motivation, Career Path, Employee Engagement Or Significance Level 0.05 Significance of test results $p = (0.000 < 0.05)$, then H_0 rejected means that there is a difference in Performance Employee between Motivation, Career Path, Employee Engagement.

Table 3. Coefficient Yield
 Coefficients^a

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-1.224	4.629		-.264	.792
Motivation	.543	.151	.416	3.600	.001
Career Path	.135	.152	.127	.888	.378
Employee Engagement	.342	.149	.344	2.292	.026

a. Dependent Variable: Job Satisfaction

Statistically the output of the table coefficient above obtained the following equation:

$$Y = P_{yx1} X_1 + P_{yx2} X_2 + P_{yx3} X_3 + e_1$$

$$Y = 0,416.X_1 + 0,127.X_2 + 0,344.X_3$$

1) First Hypothesis Testing

H_0 : Motivation has no effect on Job Satisfaction

H_1 : Motivation affects Job Satisfaction

From the results of the path analysis, the number of t values calculated by the variable X_1 is 3,600, with a significance level of 0.001, because the significance level number is more < 0.05 ($0.001 < 0.05$) it can be concluded that Motivation affects Job Satisfaction. Based on this explanation, therefore H_0 is rejected and H_1 is accepted, meaning that Motivation affects Job Satisfaction.

2) Second Hypothesis Testing

H_0 : Career Path does not affect Job Satisfaction

H_1 : Career Path affects Job Satisfaction

From the results of the path analysis, the number of t values calculated by the variable X_1 is 0.888, with a significance level of 0.378, because the

significance level is more < 0.05 ($0.378 > 0.05$), it can be concluded that Career Path has no effect on Job Satisfaction. Based on this explanation, therefore H_0 diterima and reject H_1 , meaning that Career Path has no effect on Job Satisfaction.

3) Third Hypothesis Testing

H_0 : Employee Engagement has no effect on Job Satisfaction

H_1 : Employee Engagement affects Job Satisfaction

From the results of the path analysis, the number of t calculated variable X_1 is 2,292, with a significance level of 0.026, because the significance level number is more < 0.05 ($0.026 < 0.05$), it can be concluded that Employee Engagement affects Job Satisfaction.

Based on this explanation, therefore H_0 is rejected and H_1 is accepted, meaning that Employee Engagement affects Job Satisfaction. Substructure Path Analysis 2. To find out whether it affects Motivation, Career Path, Employee Engagement, Employee Performance on Job Satisfaction, do it by using path analysis using SPSS software version 22.0. The results of the analysis of the path of the first substructure are as follows:

Table 4. Model Summary

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806 ^a	.650	.624	2.436

a. Predictors: (Constant), Employee Performance, Motivation, Career Path, Employee Engagement

Based on the summary model table above, the R Square figure of 0.650 or (65.0%) was obtained. This shows that the variables of intervening Employee Performance (I), Motivation (X_1), Job Satisfaction (X_2), Career Path (X_3) are able to increase the dependent variable Job Satisfaction (Y) by 65.0%. While $1-65.0 = 35.0\%$ there are some variables or other variables that were not included in this study model.

Table 5. Anova

ANOVA ^a					
Type	Sum of Squares	Df	Mean Square	F	Sig.
Regression	584.029	4	146.007	24.602	.000 ^b
Residual	314.540	53	5.935		
Total	898.569	57			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Employee Performance, Motivation, Career Path, Employee Engagement

Conclusion:

$$F_{\text{count}} = 24,602$$

$$F_{\text{table}} = 2.55$$

$F_{\text{calculate}} > F_{\text{table}}$ then H_0 is rejected meaning there is a difference in Job Satisfaction between Employee Performance, Motivation, Career Path, Employee Engagement.

Or Significance level 0.05

The significance of the test results $p = (0.000 < 0.05)$, then H_0 rejected means that there is a difference in Job Satisfaction between Employee Performance, Motivation, Career Path, Employee Engagement.

Table 6. Coefficient

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
	(Constant)	14.968	3.711		
Motivation	-.139	.135	-.134	-1.029	.308
Career Path	.110	.122	.131	.902	.371
Employee Engagement	.216	.125	.274	1.728	.090
Employee Performance	.459	.109	.577	4.206	.000

a. Dependent Variable: Job Satisfaction

1) First Hypothesis Testing

H_0 : Motivation has no effect on Job Satisfaction

H_1 : Work motivation affects Job Satisfaction

From the results of the path analysis, the number of t values calculated by the variable X_1 is -1,029, with a significance level of 0.308, because the significance level number is more than < 0.05 ($0.308 > 0.05$), it can be concluded that Motivation does not affect Job Satisfaction. Based on this explanation, therefore H_0 diterima and reject H_1 , meaning that Motivation has no effect on Job Satisfaction.

2) Second Hypothesis Testing

H_0 : Career Path does not affect Job Satisfaction

H_1 : Career Path affects Job Satisfaction

From the results of the path analysis obtained the number of t values calculating the variable X_1 by 0.902, with a significance level of 0.371, because the significance level figure is more than < 0.05 ($0.371 > 0.05$) it can be concluded that Career Path has no effect on Job Satisfaction. Based on this explanation, therefore H_0 diterima and reject H_1 , meaning that Career Path has no effect on Job Satisfaction.

3) Third Hypothesis Testing

H₀ : Employee Engagement has no effect on Job Satisfaction.

H₁ : Employee Engagement affects Job Satisfaction.

From the results of the path analysis, the number of t values calculated by the variable X₁ is 1,728, with a significance level of 0.090, because the significance level is more than < 0.05 ($0.090 > 0.05$), it can be concluded that Employee Engagement has no effect on Job Satisfaction. Based on this explanation, therefore H₀ is accepted and reject H₁, meaning that Employee Engagement has no effect on Job Satisfaction.

4) Testing the Fourth Hypothesis

H₀ : Employee Performance has no effect on Job Satisfaction.

H₁ : Employee Performance affects Job Satisfaction.

From the results of the path analysis, the number of t values calculated by the variable X₁ is 1.728, with a significance level of 0.000, because the significance level number is more < 0.05 ($0.000 < 0.05$) it can be concluded that Employee Performance affects Job Satisfaction. Based on this explanation, therefore H₀ is rejected and H₁ is accepted, meaning that Employee Performance affects Job Satisfaction.

5) Fifth Hypothesis Testing

H₀ : Motivation, Career Path, Employee Engagement and Employee Performance have no effect on Job Satisfaction.

H₁: Motivation, Career Path, Employee Engagement and Employee Performance have no effect on Job Satisfaction.

From the results of the path analysis, a calculated F value of 24,602 was obtained with a p-value probability level of 0.000, because the significance level figure is much more < 0.05 ($0.000 < 0.05$) therefore H₀ is rejected and H₁ is accepted, so it can be concluded that the null hypothesis (H₀) is rejected and the alternative hypothesis (H₁) is accepted meaning that this proves the variable Motivation, Career Path, Employee Engagement and Employee Performance together have a significant effect on the Job Satisfaction variable. Where the amount of contribution of Motivation, Career Path, Employee Engagement and Employee Performance to Job Satisfaction is 65.0%, while the remaining 35.0% is influenced by other variables that are not included in this model.

DISCUSSION

The Influence of Motivation on Employee Performance

From hypothesis testing carried out using a partial test (t test), it is known that Motivation has a positive and significant influence on Employee Performance Based on this explanation, therefore H₀ is rejected and H₁ is accepted, meaning that Motivation affects Employee Performance

The Influence of Career Path towards Employee Performance

From hypothesis testing conducted using partial tests (t tests), it is known that Career Path does not have a positive and significant influence on Employee Performance. Based on this explanation, therefore H_0 Accepted and reject H_1 , meaning that Career Path has no effect on Employee Performance.

The Influence of Employee Engagement on Employee Performance

From hypothesis testing carried out using partial tests (t tests), it is known that Employee Engagement does not have a positive and significant influence on Employee Performance. Based on this explanation, therefore H_0 is rejected and H_1 is accepted, meaning that Employee Engagement affects Employee Performance.

The Influence of Motivation Ton Job Satisfaction

From hypothesis testing carried out using partial tests (t tests), it is known that Employee Engagement does not have a positive and significant influence on Job Satisfaction. Based on this explanation, therefore H_0 Accepted and reject H_1 , meaning that Motivation has no effect on Job Satisfaction.

The Influence of Career Path Ton Job Satisfaction

From hypothesis testing carried out using partial tests (t tests), it is known that Career Path does not have a positive and significant influence on Job Satisfaction. Based on this explanation, therefore H_0 Accepted and reject H_1 , meaning that Career Path has no effect on Job Satisfaction.

The Influence of Employee Engagement on Job Satisfaction

From hypothesis testing carried out using partial tests (t tests), it is known that Employee Engagement does not have a positive and significant influence on Job Satisfaction. Based on this explanation, therefore H_0 Accepted and reject H_1 , meaning that Employee Engagement has no effect on Job Satisfaction.

The Influence of Employee Performance on Job Satisfaction

From hypothesis testing carried out using a partial test (t test), it is known that Employee Performance does not have a positive and significant influence on Job Satisfaction. Based on this explanation, therefore H_0 Accepted and reject H_1 , meaning that Employee Performance has no effect on Job Satisfaction.

Motivation, Career Path, Employee Engagement and Employee Performance affect Job Satisfaction

From hypothesis testing carried out using simultaneous tests, it is known that Motivation, Career Path, Employee Engagement and Employee Performance have an effect because the significance level is much < 0.05 ($0.000 < 0.05$) therefore H_0 is rejected and H_1 is accepted, so it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1)

accepted means that this proves that the variables Motivation, Career Path, Employee Engagement and Employee Performance together have a significant effect on the variables Job Satisfaction

CONCLUSIONS AND RECOMMENDATIONS

This study aims to test the influence of the variables Motivation, Career Path, Employee Engagement on Employee Performance and Job Satisfaction, based on the results of data analysis and discussions that have been carried out, several conclusions can be drawn, namely:

There is a positive and partially significant influence of Motivation on Job Satisfaction. It can be interpreted that the higher the perception of employee Motivation can increase employee Job Satisfaction.

There is a partial absence of positive and significant influence from Career Path to Job satisfaction. It can be interpreted that the perception of Career Path has not been able to increase employee Job Satisfaction.

There is a positive and partially significant influence of Employee Engagement on Job Satisfaction. It can be interpreted that the higher the perception of Employee Engagement can increase Job Satisfaction.

There is a partial absence of positive and significant influence from Motivation to Employee Job Satisfaction. It can be interpreted that the perception of employee Motivation has not been able to increase employee Job Satisfaction.

There is a partial absence of positive and significant influence from Career Path to Job Satisfaction. It can be interpreted that the perception of Career Path has not been able to increase Job Satisfaction.

There is a partial absence of positive and significant influence from Employee Engagement and Job Satisfaction. It can be interpreted that the perception of Employee Engagement has not been able to increase employee Job Satisfaction.

There is a partial absence of positive and significant influence from Employee Performance and Job Satisfaction. It can be interpreted that the perception of Employee Performance has not been able to work on employee job satisfaction.

There is a positive and significant influence simultaneously Motivation, Career, Employee Engagement and Employee Performance affect employee Job Satisfaction. It can be interpreted that the higher the perception of Motivation, Career, Employee Engagement and Employee Performance can increase employee Job Satisfaction.

FURTHER STUDY

In this study has not made the end and is still being developed with other variables or with other theories or objects

ACKNOWLEDGMENT

Thanks to companies that I cannot name one by one in the field of transportation to take time and provide opportunities for their employees to

fill in and as respondents from this research, as well as to my research colleagues and fellow researchers in the development of science and knowledge.

REFERENCES

- Afsar, B., & Umrani, W. A. (2020). Transformational leadership and innovative work behavior: The role of motivation to learn, task complexity and innovation climate. *European Journal of Innovation Management*, 23(3), 402–428. <https://doi.org/10.1108/EJIM-12-2018-0257>
- Ameen, A. M., Ahmed, M. F., & Abd Hafez, M. A. (2018). The Impact of Management Accounting and How It Can Be Implemented into the Organizational Culture. *Dutch Journal of Finance and Management*, 2(1), 1–9. <https://doi.org/10.20897/djfm/91582>
- Araújo, C., Henriques, P. R., & Martini, R. G. (2018). Virtual Learning Spaces Creation Based on the Systematic Population of an Ontology. *Journal of Information Systems Engineering & Management*, 3(1), 1–11. <https://doi.org/10.20897/jisem.201807>
- Bellou, V. (2010). Organizational culture as a predictor of job satisfaction: the role of gender and age. *Career Development International*.
- Gayathiri, R., Ramakrishnan, L., Babatunde, S. A., Banerjee, A., & Islam, M. Z. (2013). Quality of work life–Linkage with job satisfaction and performance. *International Journal of Business and Management Invention*, 2(1), 1–8.
- Gubler, M., Arnold, J., & Coombs, C. (2014). Organizational boundaries and beyond: A new look at the components of a boundaryless career orientation. *Career Development International*, 19(6), 641–667. <https://doi.org/10.1108/CDI-11-2013-0143>
- Herzberg, F. (1968). *One more time: How do you motivate employees* (Vol. 65). Harvard Business Review Boston, MA.
- Indrasari, M., Syamsudin, N., Purnomo, R. B., & Yunus, E. (2019). Compensation, organizational communication, and career path as determinants of employee performance improvement. *Humanities and Social Sciences Reviews*, 7(4), 956–961. <https://doi.org/10.18510/hssr.2019.74130>
- J., A. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308–323. <https://doi.org/10.1108/IJPPM-01-2013-0008>
- Karuhanga, B. N., & Werner, A. (2013). Challenges impacting performance

- management implementation in public universities: A case of Uganda. *African Journal of Economic and Management Studies*.
- Pancasila, I., Haryono, S., & Sulisty, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *Journal of Asian Finance, Economics and Business*, 7(6), 387-397. <https://doi.org/10.13106/jafeb.2020.vol7.no6.387>
- Pawirosumarto, S., Bachelor, P. K., & Muchtar, M. (2017). Factors affecting employee performance of PT. Kiyokuni Indonesia. *International Journal of Law and Management*, 59(4), 602-614. <https://doi.org/10.1108/IJLMA-03-2016-0031>
- Suliman, A., & Al Kathairi, M. (2013). Organizational justice, commitment and performance in developing countries: The case of the UAE. *Employee Relations*.