

Effect of Motivation, Work Environment, Commitment to Job Satisfaction and Employees' Performance of PT. Port of Indonesia Region IV Makassar

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ABSTRACT

This study aims to determine the effect of motivation, work environment, commitment directly and indirectly on employee performance and job satisfaction as an intervening variable, and the effect of employee performance on job satisfaction at PT. Port of Indonesia Region IV Makassar. This study used a sampling method from a total population of 170 and which returned only 145 responses. and the data got from the results were analyzed using Structural Equation Modeling (SEM) Applications.

The results showed that motivation, work environment, and commitment, all three had a positive and significant effect on job satisfaction, while motivation and commitment had a positive and significant effect on employee performance, but the work environment had a positive but not significant effect on employee performance. While using job satisfaction as an intervening, the results got from the three have a positive and significant effect on employee performance, with job satisfaction as the intervening variable.

Keywords: motivation, work environment, commitment, employee performance, job satisfaction, PT. Port of Indonesia Region IV Makassar

INTRODUCTION

Performance results from work achieved by employees both individually and in groups to carry out tasks under the responsibilities given and under the standards that have been set both in quality and quantity (Mangkunegara, 2005, Employee performance is the key to improving organizational performance that wants to win the competition included in very competitive state-owned companies. The high and low employee performance is a measure of the efficiency and effectiveness of an organization in achieving the goals that have been set (Moeljono, 2003).

Table 1.1. Employee Data at PT. Pelindo ICabang Makassar Based on Education

No	Field	Junior High School	Senior High School	Diploma	Bachelor	Master	Doctoral	Total
1.	Personnel Division	1	3	14	7	1		26
2.	Commercial Division		2	5	3	1		11
3.	Engineering Division		25	20	7			52
4.	Finance Division			3	5			8
5.	General Division		15	20	10			45
6.	Management system		10	2	10	3		25
7.	Sulawesi Region		1		1	1		3
	Total	1	56	64	43	5		170

Source: PT. Indonesian Port I Makassar Branch 2019.

In table 1.1, it can be seen in the Personnel division that the high level of education lies in diploma graduates. The highest level of education in the commercial and engineering divisions is for diplomas and bachelor's degrees. In the finance division and general division, the highest education level is at the diploma. In management systems for high school and undergraduate education, there are 10 people. There is one high school, one undergraduate and one postgraduate education level in Sulawesi.

Based on the various information above, the authors are interested in assembling what factors cause an increase in employee performance at one of the State-owned Enterprises in South Sulawesi, namely PT. Port of Indonesia Region IV. Motivation, work environment, and organizational commitment are the main requirements to maintain the existence or satisfaction of an organization and improve organizational performance.

Job satisfaction arises through a series of evaluation processes carried out by employees. If the existing conditions are felt to be greater than the conditions that should exist, then the employee will feel satisfied, on the contrary if the conditions that should exist are greater than the existing conditions, the employee will feel dissatisfied (Robbins, 2006). For this reason, this condition must be a concern for company managers to manage their employees. Robbins (2006) said, left job satisfaction leads employees to positive work attitudes, which will affect increasing company performance.

High performance satisfaction has a very meaningful meaning for employees and for the organization where they work. Meanwhile, low job satisfaction causes employees to choose to work for other companies that are considered more biased to provide satisfaction. Job satisfaction is one of the most decisive dependent variables in organizational behavior models (Robbins, 2006). Job satisfaction is the general attitude of an individual towards his

work. While Gibson (2000:110) clearly illustrates the reciprocal relationship between performance and satisfaction, the more satisfied an employee is at work, the more their performance will increase.

Satisfaction with supervision, which provides good supervision from superiors and pleasant treatment from superiors. Good supervision and treatment of the work given to employees will make employees calm and feel always working under company goals. It will produce satisfactory work both for employees and for the company, which affects employee performance levels, salaries and wages for non-employees. Managerial management at state-owned companies in Indonesia is appropriate. Even though the problem is appropriate, it still needs to be a concern for the company because this problem affects employee performance. By paying attention to these problems, it is expected to maintain and further improve employee performance.

The quality of work applied to PT. Port of Indonesia Region IV is relatively good. This is marked by increased service delivery to consumers through the sale of quality products. All of this is created through the employee's feeling of satisfaction with implementing quality work. Because human resources are a precious factor, the company maintains the quality of work and fostering the workforce so that they will contribute optimally to achieve company goals (Pruijt, 2003).

Departing from various theoretical and empirical facts that have been described previously, this research is intended to further examine the factors related to employee performance, especially at PT. Indonesian Port Region IV which is oriented towards creating employee satisfaction. So, this study will examine and test the conceptual model of the influence of motivation, work environment, commitment to satisfaction and employee performance at PT. Port of Indonesia Region IV.

The reason for choosing a state-owned company PT. Port of Indonesia Region IV as the object of research, is

because the organization is very open to the object of research, and is an organization that has been established since the year of its establishment. Another reason is, considering that PT. Port of Indonesia Region IV experienced fluctuations in performance, which affected the variables to be studied.

In addition, research on motivation, work environment, commitment to satisfaction and performance of company employees is still lacking, and there is a strong desire from researchers to contribute ideas to companies, especially PT. Port of Indonesia Region IV regarding job satisfaction and employee performance along with dimensions the dimensions.

LITERATURE REVIEW

1. Motivation

Motivation is an urge, desire, desire and driving force that comes from humans to do or to do something (Wursanto, 2005:302). Work motivation of employees in a company can be simple but can also be a complex problem. Work motivation has an important role in achieving maximum company goals, by motivating employees to complete work under predetermined standards. Therefore, companies must be able to motivate employees, namely according to the wishes and needs of employees. The company's understanding of employee internal drives that can spur employee performance really needs to be developed, so that maximum company goals can be achieved and employees are satisfied.

2. Work Environment

The work environment is a performance internal or external condition so that work can be expected to be completed faster and better (Nitisemito, 1992:159) and feel happy and excited to carry out each of his duties. A close and mutually helpful relationship between fellow employees, between superiors and subordinates, will have. This bidding problem is not just a wall bidding problem,

but is so broad that it can also include offerings for office equipment, machines and even offers for worn uniforms.

1. Clean work environment

Every company should always maintain a clean environment because, besides affecting physical health, it also affects a person's mental health.

2. External factors include:

a) Security guarantee

Guarantees of security before work and after coming home from work will create a peace that will encourage employees to work harder. If the sense of security is not guaranteed, it will cause morale and enthusiasm to work down; concentration is disturbed so that it will cause performance to decline.

b) Free from disturbance of the surrounding population

Feelings of comfort and peace will always accompany employees in every job if the office environment with the external environment does not occur unwanted things, such as interference with donations, any assistance or other things.

3. Organizational Commitment

Organizational commitment is an attitude that is directly related to employee participation and his intention to stay in the organization and is associated with job performance (Mathieu and Zajac, 1990). Organizational commitment includes three components, namely desire (wanting to stay) continuation (needs living expenses) and normative (obligation to stay), commitment (Meyer and Allen, 1991). A study on employees in Japan found organizational commitment is a construction. The multidimensional approach applied in Japan with the Organizational Questionnaire (OCQ) as an effective intercultural tool for measuring organizational commitment.

Intervening variables in the perception-attitude-behavior relationship, according to Buchanan (in Gibson et al.,

1990) include three forms of attitudes, namely:

1. feeling of oneness with organizational goals,
2. feeling of being involved in organizational tasks and obligations, and
3. feelings of each to the organization.

This kind of attitude is formed because of the value of employees' investment in the organization such as seniority and benefits which lead to the emergence of the view that if you leave the organization, you will experience a lot of losses (Allen & Meyer, 1990).

Organizational commitment that grows on the attitude of employees to fulfill the interests of the organization is shown in various forms. Luthans (1985) identified three main aspects of employee commitment to the organization, namely:

1. a strong desire to remain a member of a particular organization,
2. willingness to exert a high level of effort on behalf of the organization, and
3. a definite believing and acceptance of the values and goals of the organization.

4. Job Satisfaction

Job satisfaction focuses on individual perceptions of the work that the organization provides to him (Barney & Griffin, 1992). Thus job satisfaction becomes a very important issue for organizations because theoretically job satisfaction as a series of individual perceptions will affect the attitudes and behavior of individuals carrying out their work (Winardi, 2004). With a high level of employee job satisfaction, the organization will benefit not only to fulfill the interests of the organization but also in achieving organizational goals.

Werther and Davus (1996), suggest that job satisfaction is the likes or dislikes, according to employees' views of their work. Dole and Schroeder (2001) in Koesmono (2005), suggest that job satisfaction can be defined as individual feelings and reactions to their work environment. Testa (1999) and Locker

(1983) in Koesmono (2005) suggest that job satisfaction is joy or a positive emotional statement resulting from an assessment of one's work or work experiences. Koesmono (2005) suggests that job satisfaction is an assessment, feeling or attitude of a person or employee towards his work and is related to the work environment, type of work, compensation, relationships between co-workers, social relations at work and so on so that it can be said that job satisfaction is the fulfillment of some wants and needs through work or work activities.

5. Employee Performance

The strength of every organization lies in its people, so that the achievements of an organization cannot be separated from the achievements of each individual involved in it. The performance of an employee or employee is basically the result of an employee's work over a certain period compared to various possibilities, for example standards, targets or criteria that have been determined in advance and have been mutually agreed upon. High and low employee performance is a measure of the efficiency and effectiveness of an organization in achieving the goals that have been set. Emphasis on performance can be short term or long term; it can also be at the individual, group or organizational level. Individual performance results in group performance, which contributes to organizational performance.

Performance is the result or output of a process. Performance has a close relationship with productivity because it is an indicator of determining how efforts are made to achieve a high level of productivity in an organization (Soedarmayanti, 2001).

6. Performance Appraisal

Notoatmodjo and Soekidjo (1992) explain that a good performance appraisal must accurately describe what is being measured. In order for the assessment to achieve this goal, there are two things that need to be considered, namely:

1. Assessment must have a relationship with work (job related), meaning that the assessment system actually assesses the behavior or work that supports the activities of the organization where the employee works.

2. There are performance standards. Implementation is the measure used to assess the performance so that the assessment is effective, then the standard of assessment should relate to the desired results of each job. Thus, the standard of work implementation becomes a kind of performance measurement tool. The criterion measuring instrument, which is good, must meet at least two of the tools, namely reliability and validity. A tool with high validity if it measures what should be measured, while a tool with high reliability is tested if the measuring instrument has consistent results.

Implementation of measurement or assessment of implementing performance required an assessment that meets certain conditions. Cascio (1995: 275) states that the performance appraisal system.

1. Relevance means that an assessment system is used to measure activities that have a relationship between work results and predetermined goals
2. Acceptability means that the results of the assessment system can be accepted from the successful implementation of work in an organization
3. Reliability means that the results of the assessment system can be trusted. The reliability of the assessment system is influenced by several factors, including assessment time and frequency.
4. Sensitivity means that the assessment system is sensitive enough to show the activities that an employee has succeeded or failed to do. This is very important; because it should not happen that a system cannot distinguish successful employees from unsuccessful employees.
5. Practically means that the assessment system can directly support the achievement of the company's

organizational goals through increasing the productivity of employees

HYPOTHESES

Based on the above framework, research hypotheses can be planned:

1. Motivation has a positive and significant effect on employee job satisfaction of PT. Port of Indonesia Region IV Makassar
2. The work environment has a positive and significant effect on the job satisfaction of employees of PT. Port of Indonesia Region IV Makassar
3. Commitment has a positive and significant effect on Job satisfaction of employees of PT. Port of Indonesia Region IV Makassar
4. Motivation has a positive and significant effect on performing employees of PT. Port of Indonesia Region IV Makassar
5. The work environment has a positive and significant effect on performing employees of PT. Port of Indonesia Region IV Makassar
6. Commitment has a positive and significant effect on performing employees of PT. Port of Indonesia Region IV Makassar
7. Motivation has a positive and significant effect on employee performance mediated by Employee Satisfaction at PT. Port of Indonesia Region IV Makassar
8. Work Environment has a positive and significant effect on employee performance mediated by Employee Satisfaction at PT. Port of Indonesia Region IV Makassar
9. Commitment has a positive and significant effect on employee performance mediated by Employee Satisfaction at PT. Pelabuhan Indonesia Region IV Makassar Job Satisfaction has a positive and significant effect on employee performance.

RESEARCH METHODS

This research is correlative research that explains the effect of two variables which in its implementation use data collection techniques such as documentation, observation, questionnaires and interviews (interviews). SEM is a

Multivariate analysis method that can describe the simultaneous linear relationship between observational variables (indicators) and variables that cannot be measured directly (latent variables) (Prihandini & Sunaryo, 2011).

The influence of this variable is important, because by knowing the influence between the independent variable and the dependent variable, researchers can develop it according to the research objectives, namely to determine the effect of competence, motivation and work

environment with employee satisfaction and employee performance at PT Port of Indonesian Region IV Sulawesi.

To achieve the research objectives, literature review and field research were carried out. Literature review is a study conducted to get library data by studying, reviewing and reviewing literature related to the problem under study as books, journals, and papers related to research, while field research is carried out to get data from research locations.

RESULT

Goodness-of-fit index	Cut-off Value	Model Result	Result
Chi_square	Expected small	88.668 < (0,05: 70 = 90.531)	Good
Probability	≥ 0,05	0.065	Good
CMIN/DF	≤ 2,00	1.2670.043	Good
RMSEA	≤ 0,08	0.038	Good
GFI	≥ 0,90	0.930	Good
AGFI	≥ 0,90	0.881	Marginal
TLI	≥ 0,94	0.973	Good
CFI	≥ 0,94	0.982	Good

The table above shows that the measurement model of motivation, work environment and organizational commitment, the model criteria have shown the existence of a model fit or suitability between the data and the model. This is evidenced by the eight existing fixed criteria. Only one does not meet the criteria, but the value is close. Thus, the exogenous CFA model shows a good level of

acceptance, therefore it can be concluded that the model is acceptable.

To find out the variables that can be used as indicators of motivation, work environment and organizational commitment, it can be observed from the loading factor value or lambda coefficient (λ) and its significance level, which reflects each variable as an indicator of motivation, work environment and organizational commitment. Following table:

Variable Indicator	Loading Factor (λ)	Critical Ratio	Probability (p)	Result
Motivation Variable				
X1.1	0.474	5.461	< 0.001	Significant
X1.2	0.81	8.909	< 0.001	Significant
X1.3	0.828	8.691	< 0.001	Significant
X1.4	0.878	Fix	< 0.001	Significant
X1.5	0.381	4.45	< 0.001	Significant
Work Environment Variables				
X2.1	0.641	8.433	< 0.001	Significant
X2.2	0.589	7.624	< 0.001	Significant
X2.3	0.662	8.837	< 0.001	Significant
X2.4	0.651	8.321	< 0.001	Significant
X2.5	0.903	Fix	< 0.001	Significant
X2.6	0.733	10.143	< 0.001	Significant
X2.7	0.492	6.197	< 0.001	Significant
Commitment Variable				
X3.1	0.818	9.140	< 0.001	Significant
X3.2	0.787	Fix	< 0.001	Significant
X3.3	0.699	8.234	< 0.001	Significant

Loading factor (λ) measurement of motivation variable, work environment and organizational commitment in the table shows the test results of the measurement model of motivation variable, work environment and

organizational commitment from each indicator that describes the construct, especially the latent variable (unobserved variable), so that all indicators are included in the test.

Goodness-of-fit index	Cut-off Value	Hasil Model Result	Result
Chi_square	Expected small	62.583 < (0,05:46 = 62.830)	Good
Probability	$\geq 0,05$	0.052	Good
CMIN/DF	$\leq 2,00$	1.361	Good
RMSEA	$\leq 0,08$	0.050	Good
GFI	$\geq 0,90$	0.947	Good
AGFI	$\geq 0,90$	0.879	Marginal
TLI	$\geq 0,94$	0.983	Good
CFI	$\geq 0,94$	0.991	Good

The table above shows that the measurement model of job satisfaction and employee performance means that the model criteria have shown the existence of a fit model or conformity between the data and the model. This is evidenced by the eight existing fixed criteria. Only one does not meet the criteria, but the value is close. Thus, the endogenous CFA model shows a good level of acceptance,

therefore it can be concluded that the model is acceptable.

To find out the variables that can be used as indicators of job satisfaction and performance, it can be observed from the loading factor value or lambda coefficient (λ) and its significance level, which reflects each variable as an indicator of job satisfaction and performance, as shown in the following table.

Variable Indicator	Loading Factor (λ)	Critical Ratio	Probability (p)	Result
Job Satisfaction Variable				
Y1.1	0.573	7.272	< 0.001	Significant
Y1.2	0.898	12.232	< 0.001	Significant
Y1.3	0.854	Fix	< 0.001	Significant
Y1.4	0.695	10.473	< 0.001	Significant
Y1.5	0.712	10.002	< 0.001	Significant
Y1.6	0.629	8.076	< 0.001	Significant
Y1.7	0.303	3.528	< 0.001	Significant
Y1.8	0.869	11.676		
Employee Performance Variables				
Y2.1	0.710	12.362	< 0.001	Significant
Y2.2	0.999	Fix	< 0.001	Significant
Y2.3	0.745	13.363	< 0.001	Significant
Y2.4	0.773	14.635	< 0.001	Significant
Y2.5	0.577	8.559	< 0.001	Significant
Y2.6	0.959	38.818	< 0.001	Significant

The loading factor (λ) measurement of job satisfaction and employee performance variables above shows the test results of the measurement model of job satisfaction and employee performance variables from each indicator that explains the construct, especially the latent variable

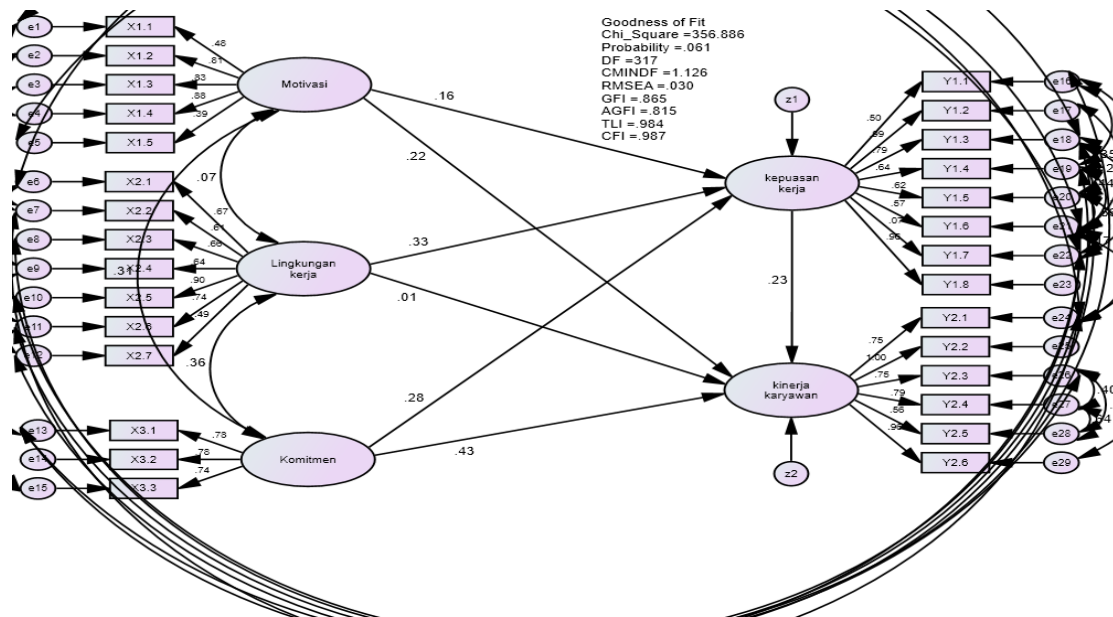
(unobserved variable), so that all indicators are included in the next test.

Based on the method of determining the value in the model, the test variables of the first model are grouped into exogenous variables and endogenous variables.

Goodness-of-fit index	Cut-off Value	Model Result	Result
Chi_square	Expected small	1027.332 < (0,05:367 = 412.671)	Not Good
Probability	$\geq 0,05$	0.000	Not Good
CMIN/DF	$\leq 2,00$	2.799	Not Good
RMSEA	$\leq 0,08$	0.112	Not Good
GFI	$\geq 0,90$	0.657	Not Good
AGFI	$\geq 0,90$	0.594	Not Good
TLI	$\geq 0,94$	0.767	Not Good
CFI	$\geq 0,94$	0.789	Not Good

From the evaluation of the model, it shows that of the eight goodness-of-fit indices criteria, it can be seen from the eight criteria proposed, none of them have met the criteria, considering that one of the SEM tests is model testing, it is necessary to prove whether there is a match between the model and the data through fulfillment goodness criteria. of fit indices so that the

model is changed by doing a correlation between the error indicators under the instructions from the modification indices on the condition that the modification is carried out without changing the meaning of the relationship between variables. The results of the analysis after the final model got are:



The results of the model test presented in the figure above are evaluated based on the goodness-of-fit indices in the following table with the model criteria presented and the critical value that has data suitability.

Based on the empirical model proposed in this study, it is possible to test

the proposed hypothesis through path coefficient testing on the structural equation model. The table below is a hypothesis testing by looking at the p value. If the p value is less than 0.05, then the relationship between the variables is significant. The test results are presented in the following table:

Hip	Variable			Direct	Indirect	Total	P-Value	Result
	Independent	Intervening	Dependent					
1	Motivation		job satisfaction	0.164		0.164	0.002	(+) Significant
2	Work Environment		job satisfaction	0.335		0.335	<0.001	(+)Significant
3	Commitment		job satisfaction	0.276		0.276	<0.001	(+)Significant
4	Motivatiom		employee performance	0.217		0.217	0.001	(+)Significant
5	Work Environment		employee performance	0.014		0.014	0.856	(+) Not Significant
6	Commitment		employee performance	0.432		0.432	<0.001	(+) Significant
7	job satisfaction		employee performance	0.235		0.235	0.002	(+) Significant
8	Motivation	job satisfaction	employee performance	0.164	0.039	0.203	0.050	(+) Significant
9	Work Environment	job satisfaction	employee performance	0.335	0.079	0.414	0.011	(+) Significant
10	Commitment	job satisfaction	employee performance	0.276	0.065	0.341	0.024	(+) Significant

From all the hypothesized seven direct path models, there are six significant paths and one insignificant path and among the three indirect influence paths, there are all significant effects. The interpretation of the table above can be explained as follows:

- a) Motivation has a significant effect on job satisfaction with $P = 0.002 < 0.05$ with a coefficient value of 0.164, this coefficient indicates that if a person's work motivation is better, job satisfaction will also be better.
- b) The work environment has a significant positive effect on job satisfaction with $P = 0.000 < 0.05$ with a coefficient value of 0.335, this coefficient shows that the more conducive or better the environment at the PT. Port of Indonesia Region IV Makassar, then job satisfaction will be better
- c) Commitment has a significant positive effect on job satisfaction with $P = 0.000 < 0.05$, with a coefficient value of 0.276. This coefficient shows that the better one's commitment, the better job satisfaction will be.
- d) Motivation has a significant positive effect on employee performance with $P = 0.001 < 0.05$ with a coefficient value of 0.217. This coefficient shows that the better the employee's motivation, the better the employee's performance.
- e) The work environment has no significant positive effect on performance with $P = 0.856 > 0.05$ with a coefficient value of 0.014, this means that a good work environment in the office of PT. Port of Indonesia Region IV Makassar, cannot directly improve employee performance
- f) Commitment has a significant positive effect on employee performance, with $P = 0.000 < 0.05$ with a coefficient value of 0.432. This coefficient shows that the better the commitment to the organization, the better employee performance will be.
- g) Job satisfaction has a significant positive effect on employee performance with $P = 0.002 < 0.05$ with a coefficient value

of 0.235. This coefficient shows that the better job satisfaction, the better employee performance will be.

- h) Motivation has an indirect effect on employee performance through job satisfaction, with $P = 0.050 < 0.05$, with a coefficient value of 0.039. This means that a person who has high motivation will have better job satisfaction and ultimately his performance will be better.
- i) The work environment has no effect on employee performance through job satisfaction, with $P = 0.011 > 0.05$, with a coefficient value of 0.079. This means that the working environment conditions at the PT. Port of Indonesia Region IV Makassar can create satisfaction for employees so that it affects employee performance.
- j) Commitment has an indirect effect on employee performance through job satisfaction, with $P = 0.024 < 0.05$, with a coefficient value of 0.065. This means that a person who has a high commitment will have good job satisfaction and ultimately the impact on his performance will be better.

CONCLUSION

From the results of the analysis and discussion carried out in the previous chapter, the following conclusions can be drawn:

1. That the motivation variable directly has a positive and significant effect on job satisfaction, this is showed by the p-value of the motivation variable, which is smaller than 0.05, namely 0.002.
2. That the work environment variable directly has a positive and significant effect on job satisfaction, this is showed by the p-value of the work environment variable which is smaller than 0.05, namely 0.001.
3. That the commitment variable directly has a positive and significant effect on job satisfaction, this is showed by the p-value of the commitment variable,

which is smaller than 0.05, namely 0.001.

4. That the motivational variable directly has a positive and significant effect on employee performance, with the p-value of each variable much smaller than 0.05, where motivation is 0.001.
5. That the work environment variable directly has a positive but not significant effect on employee performance, this is showed by the p-value of 0.856 or greater than 0.05.
6. That the commitment variable directly has a positive and significant effect on employee performance, with the p-value of each variable much smaller than 0.05, which is 0.001 commitment.
7. That the job satisfaction variable directly has a positive and significant effect on employee performance, with the p-value of each variable much smaller than 0.05, which is 0.002 job satisfaction.
8. That if the job satisfaction variable becomes an intervening variable on employee performance, then the results got from the motivation variable have a positive and significant effect on job satisfaction, with job satisfaction as the intervening variable.
9. That if the job satisfaction variable becomes an intervening variable on employee performance, then the results got from the work environment variable have a positive and significant effect on job satisfaction, with job satisfaction as the intervening variable.
10. That if the variable job satisfaction becomes an intervening variable on employee performance, then the results got from the commitment variable have a positive and significant effect on job satisfaction, with job satisfaction as an intervening variable.

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