

## **What Influence The Employee To Get Satisfaction And Performance : An Analysis Of Motivation, Individual Characteristics And Organizational Commitment**

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### **Abstract**

The purpose of this study is to determine the influence of motivation, individual characteristics, and organizational commitment on employee job satisfaction and performance, as well as to identify the variables that have the greatest influence on job satisfaction and performance among Wood Processing Company Employees in Makassar City. Using secondary and primary data, observation, documentation, interviews, and questionnaires were used to obtain information from 161 samples. Model analysis using Structural Equation Modeling (SEM). The results of this study reveal that 1) Motivation, Individual Characteristics, and Organizational Commitment have a significant impact on job satisfaction and staff performance in wood processing industries in Makassar City. However, organizational commitment has no significant impact on employee performance. Employee motivation has a substantial effect on job satisfaction. 4) Personal characteristics have the most influence on employee success.

**Keywords:** *Motivation, Individual Characteristics, Organizational Commitment, Job Satisfaction and Employee Performance.*

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## **INTRODUCTION**

Globalization necessitates that businesses are always competitive and have neither quality nor service advantages over customers, so that in running a business, it is thought vital to build and develop high-quality human resources (HR) that are strongly committed to the organization. To do all of this, the corporation is required to maintain company-loyal human resources. The ability to be fair and empathetic in order to drive employee performance is one of the fundamentals that fosters employee loyalty and commitment. The company's work incentive for its employees is crucial to its survival, and compensation is one of the most fundamental motives. The primary remuneration at issue is the salary paid to employees (Umar, 2012). If workers regard the wage system as fair and competitive, the company will have an easier time attracting potential and long-term employees and motivating them to improve their performance (Umar, 2012)

According to research (Timothy, 2017) , motivation has a good and considerable effect on employee performance and job satisfaction. This is because of the indicators used to measure motivational variables in accordance with Maslow's theory

(physiological needs, security, social, appreciation, self-actualization). In addition to addressing the significance of motivation on employee performance, this study presents the individual characteristics elements that contribute to deciding employee performance. According to (Rhonda Knisley, 2014) the concept of professional human resources includes six individual characteristics: (1) Employee knowledge and expertise in human resources, (2) Communication, (3) Employee time management and discipline, (4) Reliable, (5) Objective and neutral attitude, and (6) Trained, self-development and the ability to train yourself.

Building individual character within the company is often found in employee attitudes that are contrary to the vision and mission of the company, and lazy attitude is one of them. Always sorting out jobs or saying that "this is not part of my job" is the most common thing in any organization, even though the organization / company itself is a unit that involves a lot of personal and team work as part of the company's success. (Jeff Haden, 2014). Most of the employees' attitudes always demand their rights even though sometimes they do not carry out their obligations in full, and sometimes employees with apathetic characters think they must be paid according to their capacity rather than their experience and position, also trying to compare it with other companies. The company where they worked before. Furthermore, they try to find "scapegoats" in each of their unfinished work activities or state their failures due to other people's mistakes, as well as another negative attitude of employees is that sometimes they tell the ugliness of the scope of their organization, whether leaders or co-workers. All of this according to Jeff is a negative attitude of employees that can damage the organizational system "Insidious Cancer In Organization"(Jeff Haden, 2014).

Tricia Sciortiono argues in (Nicole Fallon, 2016) that personality is more essential than talent and expertise. Tricia stated that corporations run a significant risk when hiring individuals with poor personalities (undisciplined, reckless, and lacking in social ethics), but the company will gain from selecting employees with a good personality and work culture. He stated that there are several types of personality in forming a good work team that can lead the company to be successful, but companies can lose in hiring employees if they have "Toxic" traits as follows: (1) Overly Self-promotional or too confident / rely on themselves and do not care about teamwork, (2) Unwilling to change or do not want to change either to company policies, do not want to innovate, (3) Always have a negative attitude towards company policies, colleagues or leaders, and (4) apathy. Meanwhile, according to (Maria Christensen, 2018) an employee's personality can be assessed through (1) his discipline in attendance, (2) his work quality, (3) how much he complains to company policies or the work itself, (4) attitude, and (5) how much He worked at the company for a long time then decided to move to another company. This is due to the frequent occurrence of wrong patterns between the wishes of the company and employees, resulting in differences in perceptions that never find common ground and affect employee performance towards the company. The character of employees, in addition to being a reflection of how the company treats its employees, is also a reflection of how the company treats its employees, so company management must make concrete efforts to get to know their employees on a psychological level, as employees are intangible assets with competence, skills, experience, and abilities that cannot be assessed materially.

The writings of (Suresh Amara, 2014) provide an explanation of the qualities a manager must possess in order to deal with his people appropriately: (1) His knowledge and experience in HRM is one of the important keys to handling resources in the company, (2) supervisors establish patterns of employee communication, (3) how a manager is able to motivate employees in his organization, (4) the extent to which managers are able to innovate, (5) the pattern of approach managers and employees develop, and (6) the ability of managers to make judgments, (7) How managers are able to become trusted advisors for employees in dealing with employee problems, (8) Leadership, and (9) Managers' ability to improvise in the midst of group dynamics. Furthermore, the factor that is considered important in improving employee performance is organizational commitment. Commitment is not something that just happens, because it is not easy to produce employees who have high commitment. This is in accordance with the findings of Kuntari and Salim in (Budiyanto, 2014) that organizational commitment in Indonesia still seems to be something that is rare, difficult to maintain and cannot be obtained easily. Mowday, Porter, Steers and Desler in (Budiyanto, 2014) agreed to give an understanding of employee commitment to the company as a relationship between employees and the company which is employee orientation to the company so that they are willing to donate their energy and bind themselves through activities and involvement in the company to achieve company goals. Then (Budiyanto, 2014) added the concept of commitment to characterize the orientation of employees toward the organization. Commitment to the organization is characterized by a sort of organizational loyalty and self-identification. Commitment to the organization is not only concerned with employee loyalty and positive organization, but also involves an active relationship with the organization, where employees are willing to give everything that is in themselves to help realize the goals and continuity of the organization in (Budiyanto, 2014).

In addition, employee job happiness significantly influences employee performance. Everyone who works anticipates pleasure from his place of employment. Essentially, job satisfaction is an individual factor because each person will have a unique sense of pride based on the beliefs they follow. The greater the extent to which a job satisfies an individual's desires, the greater his or her perceived level of job satisfaction.

Job satisfaction is not a single idea because it involves an affective or emotional response to more than a few aspects of one's work. A person can be ecstatic about one part of their profession while being dissatisfied with one or more others. Job Satisfaction is the (positive) attitude of personnel toward their work that results from an examination of the work environment. The evaluation can be conducted on one of the occupations, and it is conducted as an experience of perception in achieving one of the essential values of the work. More satisfied employees like their work environment than detest it. The success of an organization is dependent on the total performance (job performance) of its human resources; hence, each business will strive to boost employee performance in achieving predetermined organizational goals. A thriving and well-maintained corporate subculture will stimulate the business's growth. On the other side, performance will be affected by leaders' capacity to organize and empower their employees. The term performance is derived from the phrases job performance and genuine performance (job overall performance or real success accomplished with

the aid of someone). Typically, a team's work performance is influenced by the talents, abilities, experience, and dedication of its members.

This research intends to take the object at PT. Katingan Timber Celebes, PT. Irmasulindo, and CV. Harapan Utama, in Makassar Industrial Estate (KIMA) Makassar City, which is a company engaged in wood production. The products produced are plywood, blockboard, sawmill, and molding. The object of the research is expected to represent the main problem in this study, and can represent other similar companies. These three wood processing companies were also chosen because they saw the diverse characteristics of the population, most of which were in the middle to lower economic class classification, thus attracting researchers to conduct a study related to the variables of motivation, characteristics, commitment to the company, job satisfaction and performance. Some employees showed less than optimal performance, so that product sales were not achieved. Based on the data, the target charged by the company to employees reached 96.84% with a tendency in the last 3 months to experience a decline in achievement. This demonstrates that the performance of employees in general and the marketing department in particular can have an effect on the company's overall performance. The researcher is interested in composing the title in light of theories, expert opinions, prior study, and previously disclosed phenomena. "The Influence of Motivation, Individual Characteristics, and Organizational Commitment to Job Satisfaction and Employee Performance of Wood Processing Companies in Makassar City..

## RESEARCH METHOD

### Research Design

This is an explanatory study that aims to provide an explanation of the causal link between variables by testing hypotheses and conducting an explanation. This study also aims to predict and develop theory. Therefore, the appropriate analytical technique used is the Structural Equation Modeling (SEM) based on variance or partial least square (PLS) analysis.

### Research Sample

The population of this study were employees of a wood processing company in Makassar City as many as 1,696 employees consisting of: PT. KTC 1,566 employees, PT. Irmasulindo 63 employees, and CV. Harapan Utama 67 employees. Representation of the population by the sample in the study is an important requirement for generalization. Considering that this study uses a structural equation model (Structural Equation Modeling), (FERDINAND, 2002) states that to get a good goodness of fit, it is recommended that the minimum sample size is 5 times the number of manifest variables (indicators) of all latent variables. The number of samples is at least 100 samples. Furthermore, the number of samples of employees of wood processing companies in Makassar City who became the sample was proportionally determined based on the Slovin formula. The number of samples after being determined from the Slovin formula is as many as 161 respondents who meet the criteria.

### Data Collection Technique

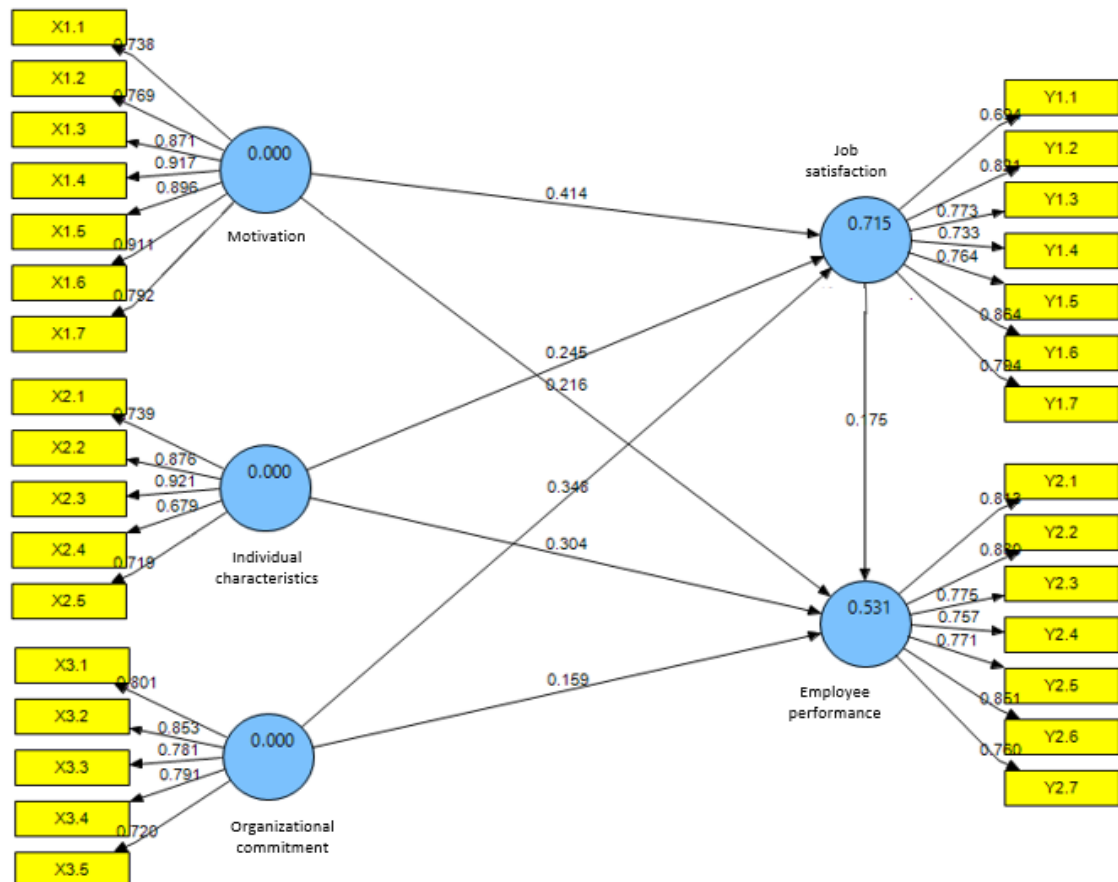
In order to obtain data relevant to the research problem, the authors collected data through field studies through: (1) Interviews with various parties such as the

leadership of a wood processing company in Makassar and several employees who were respondents in this study. Interviews were conducted in a focused manner by early preparing structured questions. (2) Distribution of questionnaires to research respondents containing a list of questions containing indicators of research variables. The questionnaire created is a list of questions with closed answer choices that have been prepared in the questionnaire. (3) Conducting direct observations at the research location, in this case at 3 wood processing companies in Makassar (PT. Katingan Timber Celebes, PT. Irmasulindo, and CV. Harapan Utama) with the aim of obtaining empirical facts that can be observed by naked eye. (4) Recording documentation by utilizing written documents relating to the description of the phenomenon of the problems studied.

## RESULTS AND DISCUSSION

### Evaluation of Measurement Model

Calculating the validity of convergent and discriminant validity is used to evaluate the model's validity. The loading factor reveals the existence of convergent validity. The convergent validity test is met if an instrument has a loading factor more than 0.70, and it is known that all indicators that assess work motivation variables have a value greater than 0.70. Consequently, the indicators measuring the work motivation, individual characteristics, organizational commitment, job satisfaction, and performance can be declared valid.



Picture 1. path diagram

Tabel 1. Cross Loading

	Motivation	Individual Characteristics	Organizational Commitment	Job satisfaction	Employee performance
M.1	0.738	0.426	0.244	0.509	0.468
M.2	0.769	0.551	0.451	0.536	0.487
M.3	0.871	0.332	0.330	0.563	0.407
M.4	0.917	0.481	0.394	0.640	0.610
M.5	0.896	0.494	0.477	0.676	0.521
M.6	0.911	0.594	0.564	0.713	0.546
M.7	0.792	0.388	0.421	0.603	0.424
IC.1	0.381	0.739	0.401	0.544	0.540
IC.2	0.372	0.876	0.532	0.527	0.529
IC.3	0.644	0.921	0.703	0.714	0.717
IC.4	0.202	0.679	0.436	0.348	0.255
IC.5	0.484	0.719	0.344	0.520	0.358
OC.1	0.238	0.395	0.801	0.493	0.326
OC.2	0.318	0.431	0.853	0.552	0.406
OC.3	0.453	0.432	0.781	0.534	0.399
OC.4	0.553	0.632	0.791	0.633	0.592
OC.5	0.329	0.530	0.720	0.542	0.504
JS.1	0.598	0.343	0.443	0.694	0.439
JS.2	0.693	0.524	0.669	0.821	0.622
JS.3	0.624	0.572	0.405	0.773	0.574
JS.4	0.506	0.404	0.524	0.733	0.331
JS.5	0.370	0.619	0.629	0.764	0.567
JS.6	0.630	0.667	0.658	0.864	0.518
JS.7	0.493	0.615	0.490	0.794	0.463
EP.1	0.389	0.424	0.517	0.426	0.813
EP.2	0.279	0.438	0.493	0.451	0.880
EP.3	0.532	0.640	0.533	0.614	0.775
EP.4	0.579	0.713	0.517	0.588	0.757
EP.5	0.478	0.433	0.312	0.502	0.771
EP.6	0.508	0.400	0.525	0.530	0.851
EP.7	0.449	0.436	0.286	0.477	0.760

Source: PLS analysis results, 2023

Indicators measuring work motivation, individual traits, organizational commitment, job satisfaction, and performance provide a loading factor that is bigger than the cross correlation on other variables, as indicated by the cross correlation measurement in the table above. Thus, the validity of the indicators measuring the factors of work motivation, individual characteristics, organizational commitment, job satisfaction, and performance may be established.

### Discriminant Reliability Test

Cronbach alpha and composite reliability can be utilized to evaluate assembly dependability. The construct is deemed reliable if the composite reliability is greater than 0.70 and Cronbach's alpha is greater than 0.60, according the check requirements. Results of this study's evaluation reveal that all objects are deemed reliable for measuring the hidden variable.

### Testing Goodness of Fit Model

Pertinence of fit The model is used to determine the extent to which exogenous variables may explain the diversity of endogenous variables, or, in other words, the extent to which exogenous variables contribute to endogenous variables. adequacy of fit Model in PLS analysis is accomplished using Q-Square predictive significance (Q<sup>2</sup>). The predictive value of Q-Square (Q<sup>2</sup>) is 0.886%, or 88.6%. In other words, the contribution of work motivation, individual traits, organizational commitment, and job satisfaction to total performance (direct and indirect impacts) is 88.6%, whereas the contribution of other elements not mentioned in this study is 11.4%.

**Tabel 2.** Hypothesis testing results

Exogenous	Endogenous	Path Coefficient	Standard Error	T Statistics	T Table	Description
M	JS	<b>0.414</b>	0.034	12.349	1.64	Significant
M	EP	0.216	0.049	4.421	1.64	Significant
IC	JS	0.245	0.055	4.490	1.64	Significant
IC	EP	<b>0.304</b>	0.069	4.374	1.64	Significant
OC	JS	0.348	0.033	10.496	1.64	Significant
OC	EP	0.159	0.077	2.073	1.64	Significant
JS	EP	0.175	0.079	2.223	1.64	Significant

Sourcer: PLS analysis results, 2023

### Employee Motivation and Job Satisfaction

Motivation has a positive and significant effect on employee job satisfaction. The results of this study support Herzberg's two-factor theory which states that intrinsic motivational factors, which means that they come from within a person, and extrinsic factors, which means that they come from outside, influence one's behavior and job satisfaction. The findings of this study also corroborate findings from a previous study (Timothy, 2017) regarding the indicators regarded to be the most influential in the formation of work motivation variables, particularly the company's provision of advancement possibilities for employees. (X1.6). In other words, if the employee has a great opportunity to get a good position, the better the employee's sense of job satisfaction will be. This is due to the fact that the employees who responded to this study believe they have the possibility to raise their standard of living and can develop their potential through better positions, as evidenced by their successful task completion outcomes in accordance with business objectives.

### Individual Characteristics and Employee Job Satisfaction

Individual characteristics have a positive effect on employee job satisfaction. The results of this study support Barrick's theory of individual characteristics which states that individual characteristics are an extraverted attitude, openness to new experiences and a consistent attitude that can result in one's job satisfaction. This study also corroborates the findings of prior research (Lubis, 2014), namely Individual Characteristics, by focusing on how the characteristics in the form of motivations are demonstrated by employees at work. By demonstrating good work in completing each task, it indicates an increase in job satisfaction. workers at work. So, when an employee works in a good way according to the rules and standards of work provided by the company, then the employee is categorized as feeling satisfied at work.

### Organizational Commitment and Employee Job Satisfaction

Organizational commitment has a positive effect on employee job satisfaction. Porter's theory of organizational commitment, which claims that the relationship between employees and the company will have a beneficial effect on employee job satisfaction, is consistent with the findings of this study. The results of this study support the results of previous research conducted by (Anggun Cahyani et al., 2020), organizational commitment becomes the company's capital so that employees feel loyal and become part of the family in this company, in other words when employees feel part of the family in the company, employees will feel satisfied with the results. work.

### **Employee Motivation and Performance**

Motivation has a positive and significant effect on employee performance. The results of this study are supported by Maslow's theory of motivation which states that employees are motivated to fulfill their needs with productivity and good work results. The results of this study also support the results of previous research conducted by (Timothy, 2017). The results of this study have proven that work motivation which is formed from Maslow's motivation theory (Physiological Needs, Security Needs, Social Needs, Appreciation Needs, Needs for Self-Actualization) is a factors that affect employee performance.

## **CONCLUSIONS**

The results of the research are also expected to be taken into consideration for the leadership of wood processing companies in Makassar and all wood processing companies in Indonesia in general, in the context of making policies and formulating human resource development strategies, especially those related to the variables in this study. Academic Benefits. This research is expected to be useful for the development of science, especially in the field of human resource management and more specifically in terms of motivation, individual characteristics, organizational commitment, job satisfaction, and employee performance.

This research certainly has various limitations that may be the weak side, namely the company that is the main object in this study is only a company engaged in wood processing, thus allowing less variety of information related to research variables, especially in the Indonesian company environment. For this reason, it is hoped that this research can be developed further with a broader object in corporate organizations that have diverse job characteristics. In addition, it is also necessary to develop a comparison between corporate organizations, non-profit organizations, and government organizations. In addition, the sampling in this study was limited to three wood processing enterprises in the city of Makassar, with 161 individuals selected, therefore the results of this study cannot be used to generalize about wood processing company employees in Indonesia. More specific information from the results of this study is only for the condition of employees of wood processing companies in the city of Makassar.

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