

# Mediation Effect of Employee Satisfaction: on Analysis Affecting Intrinsic Motivation on Employee Performance in the Era of the Covid-19 Pandemic (Study at North Lampung Resort Police)

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## Abstract

*This study aims: 1) To determine the effect of intrinsic motivation on job satisfaction; 2) To determine the effect of job satisfaction on performance; 3) To determine the effect of intrinsic motivation on performance; 4) To determine the influence of intrinsic motivation indirectly on employee performance through job satisfaction as an intervening variable. This type of research is descriptive with a quantitative approach. Data was collected by distributing questionnaires to employees and members of the North Lampung Resort Police as many as 96 employees/members using purposive sampling. In this study the independent variable is intrinsic motivation, then the dependent variable is employee performance, while job satisfaction is an intervening variable. The collected data then analyzed using path analysis(pathanalyzing).The findings of this research are: 1) Intrinsic motivation directly has a positive and significant effect on job satisfaction at the North Lampung Resort Police; 2) Job satisfaction directly has a positive and significant effect on employee performance at the North Lampung Resort Police; 3) Intrinsic motivation directly has a significant effect on employee performance at the North Lampung Resort Police; 4) Work motivation indirectly has a significant effect on employee performance through job satisfaction at the North Lampung Resort Police.*

## Keywords

intrinsic motivation; job satisfaction; employee performance; path analyzing; covid-19



## I. Introduction

The current global pandemic Coronavirus Disease (COVID-19) has disrupted many aspects of normal life, including the work processes and responsibilities of civil servants. Many of the public sector workforce are on the front line as first responders, directly dealing with those infected with COVID-19 and enforcing government protection orders. Others have been forced to rethink how to effectively complete their job responsibilities virtually while complying with protection orders. Every civil servant faces challenges, uncertainty and anxiety as a result of the COVID-19 pandemic affecting their daily and long-term work. The world was gripped by a pandemic during the first half of 2020, with the second wave appearing in the fall. It was identified as the novel coronavirus (severe acute) respiratory syndrome coronavirus 2, or SARS-CoV-2), and was later renamed Coronavirus Disease-19 or COVID-19 (Qiu *et al.*, 2020).

The outbreak of this virus has an impact of a nation and Globally (Ningrum *et al.*, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020).

Countries were not only expected to create and deliver a high-quality public health system during this pandemic, but also have to cope with the stresses on normally routine governance processes. In economically developed countries, for example, welfare administrators process an unprecedented number of requests for social support, and officials devise policies to minimize economic damage (Cohen, 2020). In developing countries, government agencies are coordinating the delivery of essential goods to the poor, such as food and medicine, when social safety net systems collapse (Kazmin et al., 2020). Therefore, an effective response to the COVID-19 pandemic requires effective administration. Effective administration, in turn, relies heavily on the efforts and capacities of millions of public sector workers from the front lines to the central administration. However, for many public sector workers, COVID-19 has fundamentally changed the place and way they work, the demands of the work placed on them, and the demands they face outside of their jobs

However, so far there has not been any significant employee dissatisfaction shown through staffing mutations or turnover of employees. Based on the results of the explanation of the theory and phenomena above, the objectives of this study include: 1) to determine and analyze the direct influence of intrinsic motivation on job satisfaction; 2) to determine and analyze the effect of job satisfaction directly on employee performance; 3) to determine and analyze the direct effect of work motivation on employee performance; 4) to determine and analyze the influence of work motivation indirectly on employee performance through job satisfaction as an intervening variable.

## **II. Review of Literature**

### **2.1 Employee Performance**

According to (Mangkunegara, 2015) employee performance is one of the results of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. Performance is a condition that must be known and informed to certain parties to determine the level of achievement of the results of an agency associated with the vision carried out by an organization and to know the positive and negative impacts of an operational policy taken. With the information about the performance of a government agency, necessary actions can be taken such as correction of policies, straightening out the main activities and main tasks of the agency, materials for planning, determining the level of success of the agency in deciding an action, and so on.

### **2.2 Intrinsic Motivation**

Fillmore (1969) defines motivation as a condition that moves people towards a certain goal. Furthermore, McCormick (1985) in Mangkunegara (2013) suggests that work motivation is defined as a condition that has the effect of generating, directing and maintaining behavior related to the work environment.

In this study the indicators of intrinsic motivation variable according to McClelland et al. (1961) in Mangkunegara (2013), namely: 1) Have a high level of personal responsibility; 2) Dare to take and take risks; 3) Have realistic goals; 4) Have a comprehensive work plan and strive to realize the goals; 5) Utilizing concrete feedback in all activities carried out; 6) Look for opportunities to realize the plans that have been programmed.

### **2.3 Job Satisfaction**

Opinions from other experts, Bernardin & Gomes (2003) Job satisfaction is a record resulting from the function of a particular job or activity during a certain period of time. So the conclusion from the above understanding is job satisfaction is work performance or actual achievement achieved by an employee. Mathis & Jackson (2000) Job satisfaction refers to employee performance as measured by standards or criteria set by the company. Understanding Job satisfaction or job performance is defined as a person's success in carrying out a job. Job satisfaction affects how much employees contribute to the organization, including output quality, output quantity, output period, attendance at work.

### **2.4 Relationship between Variables**

#### **a. Intrinsic Motivation on Employee Performance**

Improving employee job performance will add value to the organization itself and employee productivity. In addition, the results of his research experiments show that employee motivation has given rewards to employees and the organization will maintain employee loyalty at a high climax. In addition, employees will trust the organization, supervisors and top management, this means that organizational goals will be easier to achieve, because of the creation of a good emotional relationship between employees and management. In line with the research conducted by Shahzadi et al. (2014) shows that employee motivation and organizational performance are positively correlated. Motivation is a valuable additional tool for organizational performance. In the era of competition and globalization, it is necessary to pay attention to employee motivation and job satisfaction to achieve growth and success.

#### **b. Job Satisfaction on Employee Performance**

Mangkunegara & Octorend (2015) in more detail describe the various dimensions of job satisfaction which were later developed into an instrument for measuring the satisfaction variable on (1) whether or not the type of work carried out by workers is attractive, (2) the amount of compensation received by workers, (3) opportunities for promotion, (4) superior's ability to provide technical assistance and behavioral support, and support from colleagues. In his research Platis et al. (2015) states that the lack of fulfillment of job satisfaction will lead to a decrease in employee performance so that the provision of material and non-material needs needs to be given to achieve job satisfaction. In a company, an important factor is employees (humans) and how job satisfaction is applied in order to affect employee performance.

#### **c. Intrinsic Motivation on Job Satisfaction**

Intrinsic motivation that exists in employees is the capital for a company to be able to realize high job satisfaction as well, this is certainly an expectation to be achieved by the company (Putra & Ardana, 2016). Companies can choose how to motivate employees appropriately and in accordance with the situation and condition of the company Mangkunegara at el. (2015 says that the relationship between motivation and job satisfaction is the motivation that exists in a person is a driving force that will realize a behavior in order to achieve the goal of self-satisfaction. In his research, Mangkunegara & Octorend (2015) said that the relationship between motivation and job satisfaction is when individuals are motivated, they will make a positive choice to do something, because it can satisfy their desires.

## 2.5 Research Hypothesis

The research variables consist of independent variables (intrinsic motivation), dependent variable (employee performance), and intervening variables (job satisfaction). Measurements will be made on indicators of each variable. Each indicator will be described in several items. The motivation variable will be measured by indicators of need for achievement, need for power, and need for affiliation. Employee performance variables will be measured by indicators of technical ability, conceptual ability, and interpersonal ability. While the variable job satisfaction is measured by indicators of the work itself, salary, promotion, supervision, co-workers, and working conditions.

Based on the theoretical study that has been described above, a conceptual framework for the research can be made as shown in Figure 1, while the hypotheses in this study are as follows:

H1: intrinsic motivation has a positive and significant effect on employee performance

H2: job satisfaction has a positive and significant effect on employee performance

H3: intrinsic motivation has a positive and significant effect on employee job satisfaction

H4: job satisfaction mediates intrinsic motivation on employee performance



## III. Research Method

This type of research is descriptive with a quantitative approach. The population in this study were employees and members of the North Lampung Resort Police. The sample used in this study was 96 respondents using a purposive sampling method. The type of data in this study is primary data regarding respondents' perceptions of intrinsic motivation, job satisfaction and employee performance. The questionnaire instrument in this study used a Scale Likert. Scale Likert used to measure attitudes, opinions, and perceptions of a person or a group of social phenomenon (Sugiyono, 2007).

Likewise, the basis for interpreting the research results refers to the Scale Likert. Before the research instrument is used, according to Arikunto (2010), validity and reliability tests are carried out to determine the extent to which the instrument can be trusted. The interpretation of respondents' answers is measured by a score that weighs 1 to 5, which means strongly disagree to strongly agree. The analytical method used in this research is path analyzing.

## IV. Results and Discussion

### 4.1 Results

#### a. Normality Test Results

Normality test aims to test whether the residuals in the model of the path follows the normal distribution or not. A good path model is a model where the residuals follow a normal distribution. Residual model is said to follow a normal distribution if the value of test of significance the Kolmogorov-Smirnov is greater than  $\alpha$  used. Table 2 presents the results of testing the normality assumption using SPSS 25 software.

**Table 1.** Normality Test Results Kolmogorov-Smirnov

Variables	Significance	Description
Residual Variable X to Z	0.641	Normal
Residual Variables X and Z to Y	0.746	Normal

From the normality assumption test table above, it can be explained that all significance values for the normality model are greater than 0.05 so that it can be concluded that the normality assumption is met.

#### b. Linearity Test Results

The linearity test aims to test whether the form of the relationship between the independent variable and the dependent variable is linear or not. A path good model is a model where the relationship between the two variables is linear. The method used in testing linearity is the curve estimation test. The relationship between the two variables is said to be linear if the test significance value is smaller than the alpha used. The test results are presented below using SPSS 25 software.

**Table 2.** Linearity Test Results with Curve Fit

Variables	Significant	Description
X to Z	0.000	Linear
X to Y	0.001	Linear
Z to Y	0.001	Linear

From the table for testing the linearity assumption above, it can be explained that the entire significance value for the linear model is less than 0.05. So, it can be said that the assumption of linearity of the structural model has been fulfilled.

#### c. Path Analyzing

In this study, the analysis used to test the hypothesis that has been proposed is between the hypothesized variables by using path analysis (path analyzing). This analysis is used to determine the level of influence either directly or indirectly on a causal relationship, which is carried out from the survey results.

The calculation of the path coefficient in this study uses analysis to standardize regression by looking at the effect simultaneously and partially on each equation. The method used is ordinary least square (OLS) which is the least squares method calculated using SPSS software version 25.

**Table 3.** Results of Path Analysis X Against Z

Variable	Beta	T	Sig t	Description
Intrinsic Motivation (X)	0.318	3.956	0.001	Significant

$$T_{\text{tabel}} = 1.66088$$

$$R \text{ Square} = 0.243$$

**Table 4.** Results of Path Analysis X and Z against Y

Variable	Beta	T	Sig t	Description
Intrinsic Motivation (X)	0.421	4.856	0.000	Significant
Job Satisfaction (Z)	0.383	3.247	0.001	Significant

$$t_{\text{tabel}} = 1.66088$$

$$R \text{ Square} = 0.427$$

The relationship is declared to have a positive effect and significant if the value of t count is greater than t table and the significant value of t is less than 0.05. From the explanation in the previous explanation, the tested Goodness of Fit model was using the coefficient of total determination. The total diversity of data that can be explained by the model is measured by the formula:

$$R^2_m = 1 - P^2_{e1} P^2_{e2} \dots P^2_{ep}$$

if

$$P^2_{e1} = 1 - R^2_1$$

$$P^2_{e2} = 1 - R^2_2$$

if  $R^2_1$  adalah *R square for equation 1* which is 0.243,  $R^2_2$  is *R square for equation 2* which is 0.427:

$$P^2_{e1} = 1 - 0.243 = 0.757$$

$$P^2_{e2} = 1 - 0.427 = 0.573$$

So that the coefficient obtained the total determination is as follows:

$$R^2_m = 1 - (0.757 \times 0.573) = 0.434 \text{ or } 43.4\%$$

The results of the calculation of  $R^2_m$  indicate that the diversity of data that can be explained by the model is 43.4% or in other words the information contained in the 43.4% data can be explained by the model. While the remaining 56.6% of the variance is explained by other variables (which are not yet included in the model).

## 4.2 Discussion

### a. Intrinsic Motivation on Employee Performance

Based on the results of statistical calculations, it can be concluded that the intrinsic motivation variable has a positive and significant effect on the employee performance variable directly. This can be seen from the t-count value (4,856) which is greater than the t-table (1.66088) and the significance value of 0.000 is less than 0.005. Thus, the hypothesis in this study was accepted. This shows that the intrinsic motivation variable has a direct influence on employee performance. This shows that the higher the intrinsic motivation given by the civil service officials, the higher the performance improvement for members/employees at the North Lampung Resort Police.



This study is in line with research conducted by Zameer et al., (2014) which showed that employees who have higher levels of self-motivation to excel perform better than employees who have lower levels of it. In addition, this research is also supported by research conducted by Ibrahim & Brobbey (2015) which also shows that there is a significant relationship between motivational tools such as recommendation wages, recognition of acceptance with workers and their performance. However, this study has demonstrated the importance of rewards such as money as a viable predictor of performance.

This study is also in line with the findings by Cahya (2013) which in the results of the hypothesis showing that low-income workers will be intrinsically motivated is not confirmed and the expectation that higher-income workers will place a greater value on intrinsic rewards than lower-income workers is also not confirmed. In a study conducted by Mahardika (2013) showed that employee motivation has a direct impact on employee performance. An employee is highly motivated to do his best in every task and responsibility. In addition, increasing employee job performance will add value to the organization itself and employee productivity. In addition, the results of his research experiments show that employee motivation has given rewards to employees and the organization will maintain employee loyalty at a high climax.

In addition, employees will trust the organization, supervisors and top management, this means that organizational goals will be easier to achieve, because of the creation of a good emotional relationship between employees and management. In addition, research conducted by Shahzadi et al. (2014) shows that employee motivation and organizational performance are positively correlated. Motivation is a valuable additional tool for organizational performance. In the era of competition and globalization, it is necessary to pay attention to employee motivation and job satisfaction to achieve growth and success.

### **b. Job Satisfaction on Employee Performance**

In accordance with what has been formulated in hypothesis 2 which states that job satisfaction directly has a positive and significant effect on employee performance. In table 3 it can be seen that job satisfaction has a t-count value of 3,247 with a probability of 0.001. Because t-count is greater than t-table ( $3,247 > 1.66088$ ) or sig t is smaller than ( $0.001 < 0.05$ ), the job satisfaction variable directly has a positive and significant effect on employee performance. This shows that the higher the level of employee satisfaction, the higher the optimism for increasing employee performance.

This research is supported by research conducted by Dhermawan et al. (2012) who argue that when employees experience success in jobs that mentally challenge them to exercise their skills and abilities, they experience greater levels of job satisfaction. In addition, Khairiyah & Anisa (2013) in their research states that pleasure is related to emotional feelings about whether someone feels good or bad about work. Job satisfaction, where traditionally the emphasis in the engagement literature has been placed, focuses only on the pleasure dimension. Thus, it is independent of arousal, which can give rise to positive or negative feelings. Work-related comfort may have a more positive impact in union settings on two of our three economic outcomes, performance, finance and quality.

In addition, research conducted by Rosita & Yuniati (2016) states that job satisfaction explains how employees work seriously and responsibly, to achieve maximum results. Incentives, rewards and recognition are the key current parameters of motivational programs according to most organizations as the binding factor of success with employee performance. Mangkunegara et al. (2015) Job satisfaction can be understood through three aspects. First, job satisfaction is a form of worker response to the conditions of the work

environment. Second, job satisfaction is often determined by job results or performance. Third, job satisfaction is related to other attitudes and is owned by every worker.

This study is also in line with the research conducted by Platis et al. (2015) states that the lack of fulfillment of job satisfaction will lead to a decrease in employee performance so that the provision of material and non-material needs needs to be given to achieve job satisfaction. In a company, an important factor is employees (humans) and how job satisfaction is applied in order to affect employee performance.

### **c. Intrinsic Motivation on Job Satisfaction**

Hypothesis 3 states that work motivation directly has a positive and significant effect on employee performance. In table 1 it can be seen that work motivation has a t-count value of 5.067 with a probability of 0.000. Because tcount is greater than t-table ( $3,956 > 1.66088$ ) or sig t is smaller than ( $0.001 < 0.05$ ), the intrinsic motivation variable has a direct positive and significant effect on the performance of employees/members at the North Lampung Resort Police. This result is in accordance with what was stated by McClelland (2003), Munandar (2007), and Rivai (2009) which essentially states that a person's motivation starts from the need, desire, and drive to act in order to achieve the need or goal.

This research is supported by research conducted by Ananto et al. (2016) who explained that motivational factors that are internal to work such as achievement, recognition, responsibility, nature of work and personal growth and progress are significantly related to employee job satisfaction, further stipulating that intrinsic motivation is significantly related to job satisfaction.

Basically, the intrinsic motivation that exists in employees is the capital for a company to be able to realize high job satisfaction as well, this is certainly an expectation that the company wants to achieve (Putra & Ardana, 2016). Companies/organizations can choose how to motivate employees appropriately and in accordance with the company's situation and conditions. In addition, Mangkunegara et al. (2015) said that the relationship between motivation and job satisfaction is that the motivation that exists in a person is the driving force that will realize a behavior in order to achieve the goal of self-satisfaction. In their research, Mangkunegara & Octorend (2015) said that the relationship between motivation and job satisfaction is that if individuals are motivated, they will make positive choices to do something, because it can satisfy their desires.

### **d. Indirect Effect of Intrinsic Motivation on Employee Performance Through Job Satisfaction**

Hypothesis 4 states that intrinsic motivation indirectly has a positive effect on employee performance through job satisfaction. The indirect effect of intrinsic motivation on employee performance through job satisfaction is obtained from the sum of the direct effects of intrinsic motivation on job satisfaction and the direct effect of job satisfaction on employee performance at the North Lampung Resort Police, so that the indirect effect is  $0.318 + 0.383 = 0.701$ . Because the direct effect of intrinsic motivation on job satisfaction and the direct effect of job satisfaction on employee performance is significant, the indirect effect of work motivation on employee performance through job satisfaction is also significantly positive.

### **e. Impact of COVID-19 on Civil Service Work**

For the majority of workers, especially in the public sector, COVID-19 has changed the location of their work, their job duties, demands at work, and the demands they face



outside of work. Previous research has shown that these changes create unique challenges and significant pressures on public sector workers, who are at risk of burnout, sick leave, demotivation, and lower performance.

First and foremost, many public sector workers are now doing remote work not because they choose to do so, but because they are required to because of social distancing during the pandemic. Teleworking surveys show that teleworking is associated with significantly less happiness at work and intention to remain in organizations, where employees are obligated rather than choosing to work remotely (TINYpulse, 2016). In addition, public sector workers now often have to work remotely throughout the week. Surveys show, however, that teleworking is most associated with greater engagement when employees work remotely some of the time but still have opportunities for face-to-face interactions with managers and coworkers during other times (Mann & Adkins, 2017). In other words, despite the benefits of remote work such as a greater sense of autonomy about one's work schedule and planning (Gajendran & Harrison, 2007) certain COVID-19 contexts are likely to stress and exacerbate the costs of remote work.

Remote work five days a week during a pandemic, for example, severely limits social interaction between employees (Baker et al., 2006; Golden et al., 2008), risking professional and social isolation (Buffer 2020; De Vries et al., 2018) . Due to the sudden shift to COVID-19, many of the preparatory steps recommended by good practice guidelines for effective remote work such as ensuring a suitable and safe remote workplace and providing technical equipment or training in a virtual collaborative environment (Bick et al., 2020) could not be resolved. Therefore, civil servants are likely to face a series of unmet needs in terms of their remote workplace and resources to work effectively. This is more common in developing countries, where internet connectivity and electricity supply are limited.

Similarly, public managers face new challenges. They cannot monitor whether the staff is physically working. This is particularly in the context of developing countries, where the risks of second-hand employment and staff corruption may have increased prior to COVID (see, for example, Meyer-Sahling et al., (2018), this presents significant monitoring and oversight challenges. In addition, managers need to communicate, lead and motivate remotely, and ensure that team and organizational cultures remain intact while working remotely. These are no trivial feats. A survey on remote work shows that most employees find "remaining motivated" challenging while working remotely, and almost half of them communicate less than once a day with their supervisor while working remotely (Buffer, 2020; TINYpulse, 2016). The addition, work tasks and demands often change with remote role of public sector workers facing citizens, for example, is now requires online and remote interaction An employee of the national statistical agency that collects household survey data, e.g In other words, it is now possible to (learn to) conduct computer-assisted telephone interviews rather than in-person household surveys. A physical therapist now needs to provide remote diagnosis and treatment via video, not in person. Learning about these new work assignments comes at a time when the workload in many health and social security work-intensive public sector institutions has been strengthened due to COVID-19. In addition, changing work tasks coupled with less direct contact with superiors can challenge the clarity that employees have about tasks, goals.

It should also be recognized that demands outside the workplace have changed. With nurseries and schools closing, public sector workers may need to combine work and child care duties during working hours. Moreover, sick leave increases because employees or their dependents contract COVID-19 or are dealing with mental disorders, health problems

and anxiety from the pandemic, focusing the workload of the public sector on fewer available staff members.

Perhaps most importantly, the COVID-19 pandemic is likely to not only change the way work tasks are carried out, but, in many cases, completely change the general goals of ministries and agencies. This shift is likely to be accompanied by structural changes to the bureaucracy as patterns of oversight, hiring, promotion and funding are likely to be reconfigured. Countries are likely to take different paths in an effort to strengthen their capacities (Bersch & Fukuyama, 2019; Fukuyama 2013), but leveraging the expertise, views, and insights of public sector workers will be critical to the success of problem-solving-based reforms (Bersch, 2019).

Looking at these changes cumulatively through the lens of job-resource demand theory (Bakker & Demerouti, 2014), the predictions are dire. Job demands have increased in many public sector organizations, while job resources (e.g., in terms of support from supervisors, colleagues, or technical equipment to operate effectively) and personal resources (e.g., optimism) have diminished. If the predictions from the job-resource demand model are correct, we might expect lower job involvement e.g. (Hakanen et al., 2006), greater burnout (e.g., Bakker et al., 2005), greater illness-related absenteeism. . For example (Clausen et al., 2012), and lower job performance to follow (eg, Bakker et al., 2004).

This positions public sector organizations to effectively and systematically address the new challenges faced by public sector workers to avoid burnout, demotivation, and other predictable adverse consequences. Responding to fast-moving changes in public sector organizations characterized by work procedures that are often codified is not an easy task. In the next section, we argue that the civil service survey is one of the important building blocks in the government's response to COVID-19, to identify problems, resolve congestion, and implement appropriate procedures and support for civil servants during the pandemic.

## V. Conclusion

Based on the results of data analysis in the research that has been done, it can be concluded that first, intrinsic motivation directly has a positive and significant influence on job satisfaction at the North Lampung Resort Police. Second, job satisfaction directly has a positive and significant effect on employee performance at the North Lampung Resort Police. Third, intrinsic motivation directly has a positive and significant effect on employee performance at the North Lampung Resort Police. Fourth, motivation indirectly has a positive and significant influence on employee performance through job satisfaction at the North Lampung Resort Police.

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