

# Theoretical Review of Work Motivation and Job Satisfaction on Performance

**Aldi Moch Ramdani\*, Rima Putri Trifani, Royani, Yeremia Refael Krisada Simbolon, Ratna Komala Putri**

Faculty of Economic and Business, Widyatama University, Bandung, Indonesia

\*aldi.ramdani@widyatama.ac.id

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## ABSTRACT

This research was conducted to obtain constructs regarding definitions and indicators of work motivation, definitions and indicators of job satisfaction, definitions and performance indicators. The research method used is literature review according to experts taken from several literatures both textbooks and journals. The results of the research show that work motivation is defined as a generating process that encourages, stimulates or moves a person or group of people who do something or the activities so that they can achieve their goals; whereas, the indicators of work motivation are responsibility, carrying out tasks with clear targets, level of effort, work results achieved in carrying out their duties, and the need for rewards. Job satisfaction is a response that describes the feelings of the individual towards his job. The indicators of job satisfaction are employment, wages, co-workers, promotions, and supportive working conditions. Performance is a result of work that has been done by someone in a company or organization in order to achieve the goals of a company. The indicators of performance are quantity of work results, quality of work results, cooperation between employees, ability to work, and attendance at work attendance.

## Keywords

Work motivation, job satisfaction, performance

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## Introduction

In this era of technology, companies are required to have a great advantages and great competitiveness, so that the company is able to survive and compete with other companies. To create a company condition that is able to survive, compete, and progress, it is necessary to have human resources, or in this case productive employees, so that the work process in the company runs effectively and efficiently.

The definition of work motivation in general is a psychological boost to someone who determines the direction of behavior in the organization, the level of effort and the level of persistence or resilience on dealing with an obstacle or problem. In relation to company progress, of course it cannot be separated from job satisfaction.

Job satisfaction is the level of pleasure that a person feels for his role or job in the organization. The level of individual satisfaction that they are rewarded in kind from various aspects of the job situation of the organization where they work. So job satisfaction concerns the psychological individual in the organization, which is caused by the state he feels from his environment.

In addition to human resource factors, in this case work motivation and job satisfaction, another thing that can help achieve company progress is performance. Performance is how an employee behaves in the workplace and how well he does the assigned task / job.

The objectives of this research are to produce a review of the constructs of the concepts of work motivation, job satisfaction and employee performance.

## Literature Review

### Work Motivation

According to Uno (2012), work motivation is a strength in a person that affects the direction, intensity and persistence of a person's voluntary behavior to do work. This opinion is similar from what was stated by Pinder (2013), work motivation is a set of forces both from within and from outside a person that encourages people to start working behavior, according to a certain format, direction, intensity and timeframe.

In addition, work motivation is a psychological process that generates, directs and persistence in taking voluntary actions directed at achieving

goals according to Wibowo (2014). However, according to Robbins and Judge (2013), they stated that work motivation is the willingness to put out a high level of effort towards organizational goals, which is conditioned by the ability of these efforts to meet individual needs.

Meanwhile, the definition according to another expert stated that work motivation is an effort that can lead to behavior, direct behavior, and maintain or maintain behavior in accordance with the work environment in the organization according to Miftahun and Sugiyanto (2010).

Work motivation indicators according to Anwar Prabu Mangkunegara (2009) in Bayu Fadillah et al. (2013) as follows:

- Responsibilities: Have high personal responsibility for their work
- Work Achievement: Doing something/work as well as possible
- Opportunities for moving forward: The desire to get a fair wage according to work
- Recognition of Performance: The desire to get a higher wage than usual
- A Challenging Work: The desire to master his work in fields.

According to Uno (2010), there are two dimensions and indicators of work motivation as follows:

- Dimension of internal Motivation Indicators:
  - Responsibility of employees in carrying out tasks
  - Carrying out tasks with clear targets
  - There is a feedback on the results of their work
  - Have a straight and challenging goals
  - Having a good vibe at work
  - Always trying to outperform others
  - Prioritizing the achievement of what he does.
- Dimension of External Motivation Indicators
  - Always trying to fulfill the needs of life and work needs
  - Happy to get praise for what he does
  - Work with the expectation of getting incentives

- Work with the hope of getting the attention of friends and superiors.

Meanwhile, according to Wibowo (2011), the dimensions and indicators of motivation are as follows:

- The need for achievement:
  - Work targets
  - Quality of work
  - Responsibilities
  - Risks
- The need to expand the association:
  - Communication
  - Friendship
- The need to master a job:
  - Leader
  - Company ambassador
  - Exemplary

The following are indicators of motivation according to Herzberg (motivation factor) (Mawoli & Babandako, 2011)

- Achievement: A result of work achieved by a person in carrying out his duties.
- Recognition: A recognition given to workers for work results.
- Work itself: The challenges felt by workers from their work.
- Responsibilities: A responsibilities given to a worker for the work results.
- Advancement: The opportunity for promotion.
- Growth: The possibility of workers having the opportunity to advance and develop in their work.

According to Maslow in Hosnawati (2016), indicators used to measure work motivation are as follows:

- Physiological needs
- Safety needs
- Social needs
- Need for appreciation
- Self-actualization.

## Job Satisfaction

According to Robbins and Judge (2015), job satisfaction is a positive feeling about work, which is a results from an evaluation of its characteristics. Someone with a high level of job satisfaction has a positive feeling about their job,

while someone with a low level of job satisfaction has a negative feeling. This opinion is similar as what was stated by Rivai and Sagala (2009), but it is kind of different in terms of describing that job satisfaction is an assessment that reflects someone feeling happy or not happy, satisfied or dissatisfied in taking a job.

However, there are those experts who argue that job satisfaction is a positive attitude which involves a good adjustment from employee to work conditions and situations, including wages, social conditions, physical conditions and psychological conditions (Waluyo, 2009). This opinion is similar from what was stated by Afandi (2018). Job satisfaction is a positive attitude from the employee which includes feelings and behavior towards their work through an assessment of one job as a sense of appreciation in achieving one of the important values of the job.

In addition, there are those who argue that job satisfaction is the satisfaction of work enjoyed in jobs that get praise, work results, placement, treatment, equipment and a good working environment. Employees who prefer to enjoy job satisfaction at work will prioritize work rather than remuneration even though remuneration is important according to Nuraini (2013).

According to Afandi (2018), the indicators of job satisfaction are as follows:

- Job: The content of the work done by a person is have a satisfactory element.
- Wages: The amount of payment received by a person as a result of the implementation of work is in accordance with the needs that are felt to be fair.
- Promotion: The possibility that a person can develop through promotion. This is related to whether there is an opportunity to gain career advancement while working.
- Supervisor: Someone who always gives orders or instructions in carrying out work.
- A person's co-workers always interact in the implementation of work. One can find his coworkers very pleasant or unpleasant.

There are several indicators of job satisfaction according to Umar (Tito, 2009) in Sinaga and Marzolina (2017):

- The level of satisfaction in providing compensation or benefits received (level of satisfaction with welfare funds and salary acceptance).
- The level of satisfaction with the promotion (both to the satisfaction of giving promotion to position and the level of satisfaction with being included in training / education).
- The level of satisfaction with the work environment (the level of satisfaction with the condition of the office and the level of satisfaction with the atmosphere of security and tranquility).

According to Robbins (2015), Employee Job Satisfaction Indicators are as follows:

- Supportive working conditions  
Employees care for the environment for personal comfort and to make it easier to do good tasks. Studies show that employees prefer a safe, harmless and hassle-free environment. In addition, most employees prefer to work close to home, in clean and relatively modern facilities, and with adequate equipment.

- Fair salary or wages  
Employees want a wage system and promotion policies that they perceive to be fair with expectations. When wages are seen as fair based on job demands, individual skill levels, and community wage standards, satisfaction is most likely to be a result.

- Supportive co-workers  
For most employees, work also fills the needs of social interaction. Therefore, it is not surprising that having friendly and supportive coworkers leads to increased job satisfaction. Superior behavior is also a major determinant of satisfaction.

Every employee has its own work satisfaction benchmark. The indicators of job satisfaction according to Hasibuan (2014) include:

- Appraiser loyalty measures employee loyalty to their job, position, and organization. This loyalty is reflected by the willingness of employees to maintain and to defend the organization both inside and outside the work from irresponsible people.
- The appraiser's ability to assess the quality and quantity of work results that the employee can produce from his job description.

- Honesty Appraiser assesses the honesty in carrying out his duties to fulfill the agreement for himself and for others.
- Appraiser Creativity assesses the ability of employees to develop their creativity to complete their work, so that they can work better.
- Leadership Appraisers assess the ability to lead, have a strong personality, are respected, respected, and can motivate others or subordinates to work effectively.
- Salary level, appraisers assess the amount of salary that the company provides and receives employees must match what the employees give to the company so that they are satisfied.
- Indirect job satisfaction Appraisers assess the provision of adequate and appropriate remuneration to employees for their contribution to help the company achieve its goals. Providing remuneration or reward for one's energy, time, thoughts and achievements given to the company.
- Work environment, appraisers assess that a good work environment can make employees feel comfortable at work.

Meanwhile, according to Colquitt et al. (2013), there are several indicators of job satisfaction:

- **Salary**

Salary as a multidimensional factor in job satisfaction is the amount of wages or money received and the degree to which this can be seen as something that is considered worthy of comparison with others in the organization. Money not only helps people obtain their basic necessities, but also a tool that provides satisfaction at a higher level.

- **Promotion**

Promotion is an opportunity to advance in the organization, it seems to have a different effect on job satisfaction. This is because promotion takes a number of different and rewarding forms, such as promotion on the basis of seniority or performance and promotion of salary increases.

- **Supervision**

Supervision is the ability of the supervisor to provide technical assistance and behavioral support. There are 2 dimensions of supervisory style that can affect job satisfaction. The first is employee-centered, measured according to the degree to which supervisors use personal interest

and care for employees, such as providing advice and assistance to employees, good communication and to assess how well employees are doing their job. The second is the scene of participation or influence in the decision making that can affect employee work. In general, these two dimensions are very influential on employee job satisfaction.

- **Colleagues in general**

Cooperative colleagues are the simplest source of job satisfaction for individual employees. Work groups, especially 'strong' teams, act as a source of support, comfort, advice, and assistance to individual members. Because the work group is interdependent among members in completing work. Such conditions are effective in making work more enjoyable, thus bringing a high positive effect on job satisfaction.

- **The job itself**

Job satisfaction itself is the main source of satisfaction, where the job provides good assignments, opportunities to learn, opportunities to accept responsibility and progress for employees.

- **Altruism**

Altruism is a voluntary action taken by a person or group of people to help others without expecting anything in return, except perhaps the feeling of having done a good deed.

- **Status**

Status is one of the factors that can affect job satisfaction. Status can be classified into several ways such as skills & expertise, length of training, amount of social responsibility or work attitude can affect individual job satisfaction.

- **Social environment** Consists of physical and psychological work environments.

Employees will find it easy to do and complete their work if the surrounding conditions are clean, bright, not too cramped and noisy. So that, employees will easily do and complete work in a harmonious atmosphere or conditions.

## **Performance**

Performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contributes to the economy (Armstrong and Baron in Wibowo, 2010). Meanwhile, others experts argue that performance is the output produced by the



functions or indicators of a job or a profession within a certain time (Wirawan, 2009).

The meaning of the word performance comes from the words job performance and also called actual performance or work performance or actual achievement that has been achieved by an employee (Moeherionto, 2012). In addition, there is another opinion was stated by Nawawi in Widodo (2015), performance is the result of a job that has been done, whether in the form of physical or material or non-physical or non-material.

However, according to Simanjuntak in Widodo (2015), performance is the level of achievement of results for certain tasks carried out. Simanjuntak also defines individual performance as the level of achievement or a person's work results from the goals that must be achieved or tasks that must be carried out within a certain period of time.

According to Afandi (2018), employee performance indicators are as follows:

- Quantity of work results: All kinds of units of measure related to the number of work results that can be expressed in numerical measurements or other numerical equivalents.
- Quality of work results: All kinds of units of measure related to the quality or quality of work results that can be expressed in numerical measurements or other numerical equivalents.
- Efficiency in carrying out tasks: Various resources wisely and in a cost-effective manner.
- Work discipline: Obeying applicable laws and regulations.
- Initiative, the ability to decide and do something right without being told, being able to find out what should be done about something that is around, trying to keep moving to do some things even though the situation is getting harder.
- Accuracy: The level of suitability of the work measurement results whether the work has reached the goal or not.
- Leadership: The process of influencing or setting an example by leaders to followers in an effort to achieve organizational goals.

- Honesty: One of a human trait that is quite difficult to apply.
- Creativity: A mental process that involves the emergence of ideas or that involves the emergence of ideas.

According to Kasmir (2016), there are six indicators used to measure employee performance:

- Quality: Quality is a level where the process or result of completing an activity approaches the point of perfection. The more perfect a product is, the better the performance, and vice versa.
- Quantity: To measure performance can also be done by looking at the quantity (amount) produced by a person.
- Time: For certain types of work are given a time limit in completing the work. This means that there are minimum and maximum time limits that must be met.
- Cooperation between employees: Performance is often associated with cooperation between employees and between leaders. This relationship is often referred to as a relationship between individuals. In this relationship, it is measured whether an employee is able to develop feelings of mutual respect, goodwill and cooperation between one employee and another.
- Emphasis on costs: Costs incurred for each company activity have been budgeted before the activity is carried out. This means that the cost that has been budgeted is a reference so that it does not exceed what has been budgeted.
- Supervision: By supervising employees will feel more responsible for their work and if there is a deviation it will make it easier to make corrections and make repairs as soon as possible.

According to Bangun (2012), a job can be measured by these indicators as follows:

- Number of jobs: The number of jobs produced by individuals or groups as requirements that become work standards.
- Quality of work: Every employee in the company must meet certain requirements to be able to produce according to the quality of work.

- Timeliness: Every job must be completed on time in accordance with the provisions.
- Attendance: Every job must meet the employee's attendance or attendance at work according to the specified time.
- Cooperation Ability: Cooperation between employees is needed because employee performance can be judged by their ability to cooperate with other colleagues.

According to Mangkunegara (2011), performance indicators are:

- Quality of work is how well an employee does what should be done, consisting of accuracy, thoroughness, skill and cleanliness.
- The quantity of work is how long an employee works in one day. This work quantity can be seen from the work speed of each employee, consisting of output and speed in carrying out "extra" work.
- Work reliability is the extent to which employees are able to do their work accurately or without errors, consisting of following instructions, taking initiative, being careful and diligent in carrying out their duties.
- Job attitude is awareness of the employee's obligation to carry out the work given by the company, consisting of attitudes towards the company, other employees.

Performance indicators according to Fadel (2009), there are several indicators used to measure employee performance:

- Understanding of the main tasks and functions in carrying out the main tasks and functions, employees must first understand the main duties and functions of each and carry out tasks in accordance with what they are responsible for.
- Innovation, having positive innovation and conveying it to superiors and discussing it with colleagues about work.
- Work pace, on carrying out tasks, work pace must be considered by using the existing work methods.
- Accuracy of work is not only fast, but in completing the tasks employees must also be disciplined in carrying out tasks carefully and do the double-checking. (e) Cooperation, the ability to cooperate with other colleagues such

as being able to accept and respect the opinions of others.

## Methodology

The method used in this research is literature review according to several experts from books and journals to obtain constructs regarding definitions and indicators of work motivation, definitions and indicators of job satisfaction and definitions and performance indicators.

## Results and Discussion

Based on the results of literature review according to some experts and from some literature, both textbooks and journals, the results of this study are obtained, namely obtaining construct results regarding definitions and indicators of work motivation, definitions and indicators of job satisfaction, definitions and performance indicators as follows.

Work Motivation is a generating process that encourages, stimulates or push a person or group of people doing something or an activity that they do so that they can achieve their goals. The indicators are responsibility, carrying out tasks with clear targets, level of effort, work results achieved in carrying out their duties, and the need for rewards.

Job Satisfaction is a response that describes the feelings of the individual towards his job. The indicators are employment, wages, co-workers, promotions, and supportive working conditions.

Performance is a result of work that has been done by someone in a company or organization in order to achieve the goals of a company. The indicators are quantity of work results, quality of work results, cooperation between employees, ability to work, and attendance at work attendance.

## Conclusion

### Conclusion

Based on the results of the research above, it can be concluded as follows:

- Work Motivation is a generating process that encourages, stimulates or mobilizes a person

or group of people who do something or do activities so that they can achieve their goals. And there are several indicators in Work Motivation.

- Job Satisfaction is a response that describes the feelings of the individual towards his job. The indicators are employment, wages, co-workers, promotions, and supportive working conditions. And there are several indicators in Job Satisfaction.
- Performance is a result of work that has been done by someone in a company or organization in order to achieve the goals of a company. The indicators are quantity of work results, quality of work results, cooperation between employees, ability to work, and attendance at work attendance. And there are several indicators in Performance.

## Recommendations

- The findings from the literature review on work motivation, job satisfaction, and employee performance can be used as a reference for further researchers.
- For future researchers it is hoped that it can produce new studies on work motivation, job satisfaction, performance.

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