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Improving Performance Through Job Satisfaction in Growing Employee Motivation at BANK BNI Muara Bungo Branch

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Abstract: This research focuses on the important role of job satisfaction and employee motivation in enhancing performance at Bank BNI, Muara Bungo Branch. Job satisfaction is described as the difference between the amount of rewards received by employees and the amount they perceive they should receive, while motivation is considered as a reservoir of potential energy dependent on employees' drives, hopes, and incentives. This study employs a descriptive-verification research method with job satisfaction and work motivation as independent variables, performance as the dependent variable, and motivation as the intervening variable. Data were collected from employees of Bank BNI, Muara Bungo Branch, and analyzed using partial least squares (PLS). The results of the study indicate that job satisfaction and employee motivation are at a good and high level. Furthermore, the research reveals that job satisfaction has a significant positive influence on employee motivation, and employee motivation also has a significant positive effect on their performance. Moreover, the study supports the existence of a significant indirect effect, where job satisfaction affects employee performance through motivation. These findings underscore the importance of the leadership role of Bank BNI in paying attention to and enhancing job satisfaction and employee motivation as the company's primary resources. Leaders are expected to understand that job satisfaction and motivation play a crucial role in improving employee performance, thus enabling them to take more efficient steps to ensure leadership success and achieve beneficial outcomes for the company.

Keyword: Job Satisfaction, Work Motivation, & Employee Performance

INTRODUCTION

The continuity of a banking institution heavily depends on the implementation of standards, both in management and products. These standards encompass adjustments to banking products in accordance with established guidelines. In efforts to enhance these standards, the role of competent human resources (HR) is crucial. Considering the significance of the HR role, Mathis and Jackson (2019) state that HR can be regarded as a

design of various formal systems within a company aimed at ensuring the effective and efficient utilization of human expertise to achieve organizational goals as desired.

As a key component in a company, HR needs to be managed and requires an efficient system so that the company can operate optimally. By having a structured HR management system, efforts to achieve company goals will be more facilitated. Thus, it is recommended that every company have positive HR management practices, starting from the employee recruitment stage to empowering HR who already work in the company.

HR has a crucial role in the continuity of the company. Employee capabilities as HR assets need to be managed effectively to achieve high employee performance so that they can support the achievement of better organizational performance (Ariani, 2023). There are many factors that influence employee performance, which can be grouped into internal or dispositional factors and external or situational factors (Robbins and Judge, 2015). Motivation and job satisfaction are internal or dispositional factors that influence employee performance (Ariani, 2023).

Motivation arises in employees because of the urge to achieve certain goals. Motivation is an individual's desire to do a certain task or job. High motivation can improve performance (Kori et al., 2016). Motivation is referred to as a driver of organizational behavior because it influences employee performance and employee productivity (Cerasoli et al., 2014; and Fischer et al., 2019). Motivation has indeed been widely researched and its influence has been proven because it can mobilize employee abilities so that employees can perform well (Cerasoli et al., 2014; Ekundayo, 2018; Girdwichai & Sriviboon, 2020; & Lencho 2020).

Motivation is an enigmatic topic in organizational science (Tremblay et al., 2009). Robbins and Coulter (2014) define motivation as a process by which individuals are energized, directed, and encouraged to achieve goals. Motivation is a psychological process that directs goals and behavior as well as internal forces to satisfy needs (Conrad et al., 2015). Motivation determines individual behavior by influencing direction, goals, and persistence in work. Motivated individuals are an important competitive advantage and a strategic asset for the organization. In organizational research, motivation is the subject of various theories and topics and is the basis for the formation and improvement of effective theories (Steers et al., 2004).

Work motivation is a powerful force that encourages individuals to achieve certain goals, whether through conscious or unconscious efforts (Virgiawan et al., 2021). Virgiawan et al (2021) further explained work motivation as a construct that includes several dimensions, such as desired results, behavioral persistence, and work-related intensity, which organizations want to measure. Motivation is an important element that influences various aspects of life, such as work, education and lifestyle, making any job more manageable and completed faster. Work motivation theories typically revolve around justification rather than ability, implying that some people may be more competent at completing a task than others (Oleribe & Fuente, 2022).

The importance of motivation in the workplace is not an exaggeration, because motivation plays an important role in determining the success of organizational performance. When employees are motivated, they tend to be more engaged, committed to their work, and productive. This, in turn, can improve organizational work results (Ahmeti, 2023). By investing in work motivation, organizations can improve employee well-being, work performance, and organizational effectiveness (Irabor & Okolie, 2019; and Virgiawan et al., 2021). Meanwhile, for employees, motivation at work contributes to recognition of good achievements, fulfillment of personal needs and hopes, and improvement of employee performance.

Apart from motivation, the next factor that is no less important in influencing employee performance is job satisfaction. This was stated by Chao et al (2015) and Wolomasi et al (2019) in their research which stated that job satisfaction has been proven to improve

employee performance. Apart from that, Dugguh & Dennis (2014) also stated that job satisfaction is an important feature from an organizational perspective, and this is related to performance and productivity. However, the influence of job satisfaction on employee performance is inconsistent, this is because job satisfaction is a variable that has several dimensions (Pang & Lu, 2018). Each dimension has a different influence on performance (Bakan et al., 2014). Bowling et al (2015) found that in testing the relationship between job satisfaction and employee performance, moderating situational variables are needed.

Employee job satisfaction is an attitude or how satisfied employees are with their work (Parvin & Kabir, 2011). Job satisfaction is a very important construct in both academic literature and managerial discourse, as evidenced in theory and practice (Amin, 2021). Job satisfaction is correlated with positive factors such as greater productivity (Storey et al., 2019), innovation (Nguyen, 2020), and higher organizational performance (Dugan et al., 2019). Thus, high job satisfaction is always the ultimate goal for managers and leaders in an organization.

Job satisfaction is a multifaceted endeavor because it includes various elements. Typically, it describes positive feelings arising from a person's assessment of their work experience and functioning (Permana et al., 2021). Valentine et al (2011) suggest a much more inclusive interpretation related to job satisfaction, which includes a mix of environmental factors and psychological states that create genuine feelings related to satisfaction with one's job. The level of job satisfaction is determined by various factors that contribute to a feeling of comfort and satisfaction. The essence associated with job satisfaction may be relief, which can influence a person's mood and feelings. Although moods can persist and have causal objects, emotions triggered through work-related incidents are more long-lasting and unforgettable than negative dispositions (Khan et al., 2021).

Referring to the background of the problem explained above, the author considers it important and relevant to carry out an in-depth study on how motivation and job satisfaction play a role in improving performance. Therefore, in this research, the author chose the title "Performance Improvement Through Job Satisfaction in Growing Employee Motivation at Bank BNI Nuara Bungo Branch".

METHOD

- **Population and Sample.** The population used in this research were all employees at Bank BNI Muara Bungo Branch, totaling 80 people. Meanwhile, the size or number of samples in this research was determined based on the theory developed by Slovin in Sugiyono (2017) with a margin of error of 5%, so that the sample (n) was 66.6 rounded to 67.
- **Types of research.** Based on the research objectives, the type of research used is explanatory research. Explanatory research is research conducted to explain the causal relationship between research variables through hypothesis testing (Sugiyono, 2017). The research approach used in this research is a quantitative approach. The quantitative approach process starts from theory, which is derived into a research hypothesis using deductive logic accompanied by measurement and operationalization of variables. Next, generalizations are carried out based on the results of statistical data so that conclusions can be drawn as research findings to answer the problems being faced.
- **Data source.** Data sources are anything that can provide information about data. Based on the source, data is divided into two, namely primary data and secondary data. Primary data is data used by researchers directly from the results of questionnaires, interviews and observations. Data collected by individuals themselves or directly through their objects. This data collection was carried out by distributing questionnaires to the research objects and filled in directly by the respondents. Meanwhile, for secondary data, the data collected is literature, articles, journals and internet sites related to the research carried out.

- **Analytics and Data Analysis Tools.** Data uses a frequency distribution to obtain average values, processed using Partial Least Square or SmartPLS 3.0 software. The data analysis technique that the author uses in this research is Partial Least Square (PLS). Partial Least Square or abbreviated as PLS is a type of component-based SEM with formative construct properties. Partial Least Square (PLS) is a powerful analysis technique because it can be applied to all data scales, does not require many assumptions, and the sample size does not have to be large. Although PLS is used to explain whether there is a relationship between latent variables (prediction), PLS can also be used to confirm theories. However, before analysis, the outer model is first tested through validity and reliability tests. Next, carry out the Inner Model test through the R-Square (Coefficient of determination), F-Square and (f2 effect size) tests.

RESULTS AND DISCUSSION

1. Descriptive Analysis of Respondent Profiles

The respondents in this research were employees at BNI Muara Bungo Branch with a total of 67 people. Respondents were grouped according to gender, age and education. This is in accordance with the format stated in the questionnaire distributed. Based on the results of the survey conducted, it is known that the respondents in this study were dominated by 67.2 percent men, and 32.8 percent women. Furthermore, based on age groups, the age level captured in this study for the upper age group < 25 years was 9 percent, then for the 25 - 35 year age group it was 52.2 percent, and for the > 45 year age group it was 38.8 percent. . Then, based on the education level of the respondents captured in this research, it was 23.9 percent for high school, 71.6 percent for Strata One, and 4.5 percent for Strata Two.

2. Description of Research Variables

In general, respondents responded to the statements submitted in the questionnaire agreeing and strongly agreeing with the questionnaire items. This shows that job satisfaction, work motivation and employee performance have gone according to the respondents' perceptions. Based on the results of the analysis, presented in the following table:

Table 1. Description of Research Variables

No	Variable	Item	Score	Range	Information
1	Job Satisfaction (X)	27	250,46	227,8 – 281,39	High
2	Motivation (Y)	20	250,23	227,8 – 281,39	High
5	Performance (Z)	22	250,75	227,8 – 281,39	High

Source: Survey (2023)

3. Reflective Construction Measurement Model Test Results (Outer Model)

The measurement model has the aim of representing the relationship between constructs and their corresponding indicator variables (generally called the outer model in PLS-SEM). The measurement model explains how the construct is measured and is reliable or valid and reliable by looking at convergent validity, discriminant validity and construct reliability (Hair et al., 2017). The outer model image in Smart PLS is as follows:

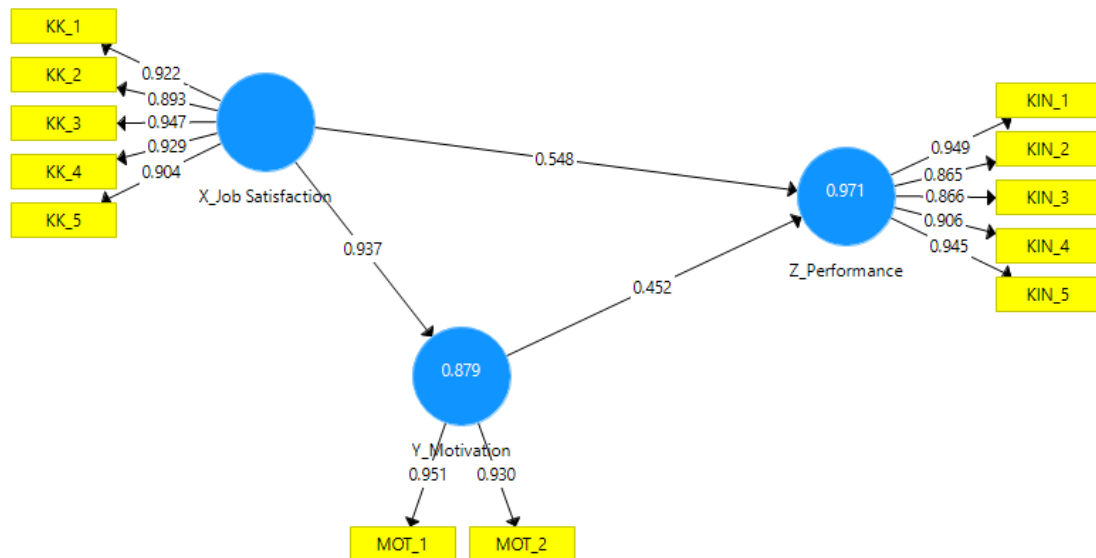


Figure 1. Outer Research Model on SmartPLS 3

In general, indicators with an outer loading between 0.40 – 0.70 should be removed from the scale when removing the indicator leads to an increase in the composite reliability value and average variance extracted (AVE) value. Meanwhile, indicators with very low outer loading values (below 0.40) must be eliminated from the construct (Hair et al., 2017). Because the outer loading is very far from 0.4, and above the AVE value, it can be concluded that all indicators have fulfilled the rule of thumb. So there is no need to eliminate indicators and re-estimate them.

Structural Model Test Results (Inner Model)

When the measurement model (outer model) has stated good results, the next step in evaluating the PLS-SEM results is to assess the structural model (inner model). The structural model is analyzed as an effort to find evidence that supports the theoretical model (theoretical relationship between exogenous constructs and endogenous constructs) (Avkiran & Ringle, 2018).

a. R-Square value (Coefficient of determination)

The R-square value is used to indicate the extent to which the exogenous construct explains the endogenous construct. To evaluate the structural model, namely the R-square value which shows the predictive power of the model. The rule of thumb used is 0.75, 0.50, and 0.25 indicating that the model is strong, moderate, and weak (Hair et al., 2017). The results of the R-square value can be seen in the table below as follows:

Table 2. R-Square Value

Variable	R Square	R Square Adjusted
Y_Motivation	0,879	0,877
Z_Performance	0,971	0,970

Source: SmartPLS Output 3, 2023.

Based on the results of data processing in the table above, it shows that the motivation variable has an R-square value of 0.879, which means that the motivation variable can be explained by the job satisfaction construct with a percentage of 87.9%. Meanwhile, the performance variable has an R-square value of 0.971, which means that the employee performance variable can be explained by the constructs of job satisfaction and motivation

with a percentage of 97.1%. So, it can be concluded that the results of the structural model test (inner model) of motivation variables and performance variables fall into the "strong" model category.

b. F-Square Value (f^2 Effect Size)

F-square is calculated to measure the significance of changes in R-square values when a particular construct is removed from the model to evaluate whether the removed construct has a substantive impact on the endogenous construct. The rule of thumb for assessing the f-square value is 0.02, 0.15, and 0.35 which indicates that the effect value is small, medium and large, and an effect size with a value of less than 0.02 indicates that the variable has no effect (Hair et al., 2017). The results of the F-square value can be seen in the table below as follows:

Table 3. F-Square Value

Variable	Y_Motivation	Z_Performance
X_Job Satisfaction	7,254	1,242
Y_Motivation		0,846

Source: Smart PLS Output 3, 2023.

Based on the results of data processing in the table above, it can be seen that there are all variables that have a large contribution to the R-square value in the research model, namely the f-square value, each variable for job satisfaction and motivation is 7.254 (large), then for the variable job satisfaction on performance is 1.242 (large), finally for the motivation variable on performance it is 0.846 (large).

Hypothesis Testing Results and Discussion

The next test is to look at the significance that represents the hypothesized relationship between constructs or look at the influence between variables on path coefficients using the bootstrapping procedure. Next is the bootstrapping output to see the size of the T-statistic value.

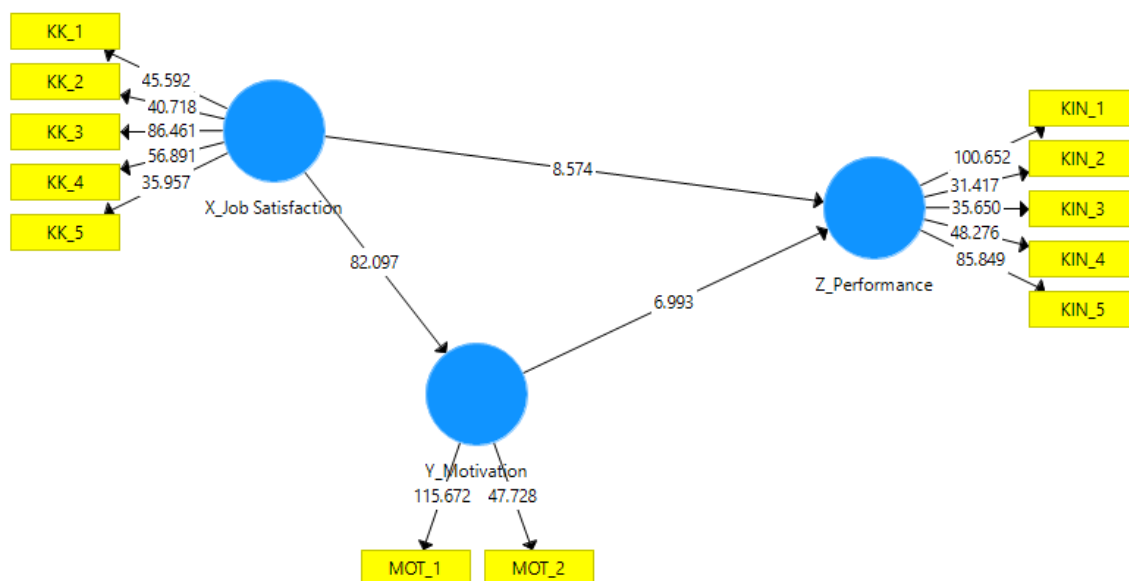


Figure 2. Research Construct Relationship Model Using the Bootstrapping Method

Direct Effect

Direct influence analysis is useful for testing the hypothesis of the direct influence of an influencing variable (exogenous) on the influenced variable (endogenous). The results of data processing are presented in the table below as follows:

Table 4. Direct Impact Results

Hypothesis	Path Coefficient	T-Statistics	P Value	Information
H1 : X -> Y	0,937	82,097	0,000	Accepted
H2 : X -> Z	0,548	8,574	0,000	Accepted
H3 : Y -> Z	0,452	6,993	0,000	Accepted

Source: Smart PLS Output 3, 2023.

Note: X = Job Satisfaction; Y = Motivation; Z = Performance.

Based on the test results data in the table above, there are 3 hypotheses and all of them are accepted with a P value <0.05. The following are the results of hypothesis testing for each construct, namely as follows:

1. Job satisfaction with motivation has a path coefficient value of 0.937 with a t-statistic value of 82.097 and a P value of 0.000. Because the P value is < 5% (0.000 < 0.05), it can be concluded that job satisfaction has a significant effect on employee motivation. Thus, it can be concluded that hypothesis 1 (H1) is accepted.
2. Job satisfaction with employee performance has a path coefficient value of 0.548 with a t-statistic value of 8.574 and a P value of 0.000. Because the P value is < 5% (0.000 < 0.05), it can be concluded that job satisfaction has a significant effect on employee performance. Thus, it can be concluded that hypothesis 2 (H2) is accepted.
3. Work motivation on employee performance has a path coefficient value of 0.452 with a t-statistic value of 6.993 and a P value of 0.000. Because the P value is < 5% (0.000 < 0.05), it can be concluded that the motivation variable has a significant effect on employee performance. Thus, it can be concluded that hypothesis 3 (H3) is accepted.

Indirect Effect

Indirect influence analysis is carried out to test the hypothesis of the indirect influence of exogenous variables on endogenous variables through intervening variables, or variables that mediate exogenous variables on endogenous variables. The path coefficients test carried out using SmartPLS 3 is presented in the following table.

Table 5. Indirect Effect Results

Hypothesis	Path Coefficient	T-Statistics	P Value	Information
H4 : X -> Y -> Z	0,424	7,095	0,000	Accepted

Source: Smart PLS Output 3, 2023.

Note: X = Job Satisfaction; Y = Motivation; Z = Performance.

4. Job satisfaction with employee performance through motivation has a path coefficient value of 0.424 with a t-statistic value of 7.095 and a P value of 0.000. Because the P value is < 5% (0.000 < 0.05), it can be concluded that the variable job satisfaction through motivation has a significant effect on employee performance. Thus, it can be concluded that hypothesis 4 (H4) is accepted.

Discussion

The Influence of Job Satisfaction on Motivation

From hypothesis testing it is known that job satisfaction influences employee motivation. This explains that if employees have a sense of satisfaction in carrying out their work, this will indirectly provide stimulation in the form of encouragement or motivation to achieve maximum work results.

These results are in line with several studies conducted previously by Afifah & Musadieg (2017) which stated that employee job satisfaction has an important role in increasing employee work motivation because of job satisfaction. is a pleasant or unpleasant emotional attitude that employees feel towards their workers. Apart from that, several other studies conducted by Fatikasari et al (2020) and Saragih et al (2018) also stated that job satisfaction has an influence on work motivation. Where the results of the research show that if a person's level of satisfaction at work is good, it will encourage that person to work better.

In connection with the results of this research, BNI Muara Bungo Branch needs to pay attention to the factors that influence job satisfaction in an effort to increase employee motivation, namely in the form of 1) the work itself; 2) salary; 3) promotion; 4) supervision; and 5) coworkers. If the company can fulfill these factors, it will be able to increase employee motivation, both from motivation factors and hygiene factors.

Job satisfaction is the level of individual satisfaction that they receive adequate rewards from various aspects of the work situation of the organization where a person works. Hasibuan (2016), job satisfaction is an emotional attitude that is pleasant and loves one's job. Job satisfaction is individual in nature where each individual has a different level of job satisfaction. The satisfaction felt by each individual is a conclusion based on a comparison of what is received from the results of their work with what is desired or deserved by the employee. Job satisfaction is an important factor for employees in supporting the achievement of organizational goals.

The Effect of Job Satisfaction on Performance

Based on hypothesis testing, it is known that job satisfaction influences employee performance. This explains that if employees have a high level of job satisfaction in carrying out their main duties and functions, then these employees will be able to make good work contributions in an effort to achieve the organization's vision and mission.

These results are in line with the statement put forward by Mathis and Jackson (2019) stating that the factors that influence performance are job satisfaction or dissatisfaction. Several research results also support that performance is influenced by job satisfaction, including Bowling et al (2015); Chao et al (2015); Wolomasi et al (2019); Widayati et al (2020); and Hamid & Hazriyanto (2019) stated that job satisfaction has been proven to improve employee performance. Apart from that, Dugguh and Dennis (2014) also stated that job satisfaction is an important feature from an organizational perspective, and this is related to performance and productivity. However, the influence of job satisfaction on employee performance is inconsistent, this is because job satisfaction is a variable that has several dimensions (Pang & Lu, 2018). Each dimension has a different influence on performance (Bakan et al., 2014). Bowling et al (2015) found that in testing the relationship between job satisfaction and employee performance, moderating situational variables are needed.

Employee job satisfaction is an attitude or how satisfied employees are with their work (Parvin & Kabir, 2011). Job satisfaction can influence performance because job satisfaction plays an important role in company development to increase employee efficiency and performance. Job satisfaction is a positive or negative emotional attitude of employees regarding their work, whether it is expressed in a pleasant state or not (Handoko, 2013).

In connection with the results of this research, BNI Muara Bungo Branch needs to pay attention to the factors that influence job satisfaction in an effort to improve employee performance, namely in the form of 1) the work itself; 2) salary; 3) promotion; 4) supervision; and 5) coworkers. If the organization can fulfill these factors, employees will further improve their ability to work, both in terms of work quality, work quantity, responsibility, cooperation and initiative in work.

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction is a serious problem in an organization, because low levels of employee satisfaction at work will cause problems for the organization in the form of high levels of absenteeism, late work and other disciplinary violations, as well as employee behavior that is not good and is not profitable for the organization (Davis and Newsroom, 2006).

Job satisfaction is a positive emotional state from evaluating one's work experience (Mathis and Jackson, 2019). Strauss and Sayles in Handoko (2013), stated that job satisfaction is also important for employee self-actualization. According to Robbins & Judge (2015), job satisfaction is an individual's general attitude towards work where someone with a high level of job satisfaction shows a positive attitude towards work. Morse in Panggabean (2012), states that basically job satisfaction depends on what a person wants from their work and what they get. This means that if someone is satisfied with their work, then that person will be able to provide maximum work results.

The Effect of Motivation on Performance

From the hypothesis testing carried out, it is known that work motivation influences employee performance. This explains that if employees have high motivation in carrying out their main tasks and functions, then these employees will be able to make good work contributions in an effort to achieve the organization's vision and mission.

These results are in line with several studies previously conducted by Cerasoli et al (2014); Ekundayo (2018); Girdwichai & Sriviboon (2020) & Lencho (2020) stated that motivation can move employee abilities so that employees can perform well. Apart from that, Fischer et al (2019) also revealed that motivation is said to be a driver of organizational behavior because it influences employee performance and employee productivity. High motivation can improve performance (Kori et al., 2016).

In connection with the results of this research, Bank BNI Muara Bungo Branch needs to pay attention to factors that influence work motivation in an effort to improve employee performance. These factors are based on the results of a survey conducted, namely, the first can be seen from motivation factors and hygiene factors. If these factors can be fulfilled by the organization, then employees will further improve their ability to work, both in terms of quality of work, quantity of work, responsibility, cooperation and initiative in work.

Work motivation is a powerful force that encourages individuals to achieve certain goals, whether through conscious or unconscious efforts (Virgiawan et al., 2021). Virgiawan et al (2021) further explained work motivation as a construct that includes several dimensions, such as desired results, behavioral persistence, and work-related intensity, which organizations want to measure. Motivation is an important element that influences various aspects of life, such as work, education and lifestyle, making any job more manageable and completed faster. Work motivation theories typically revolve around justification rather than ability, implying that some people may be more competent at completing a task than others (Oleribe & Fuente, 2022).

Motivation is a mental condition that encourages a person to achieve maximum performance. Motivation is a factor that influences employee enthusiasm and enthusiasm for actively participating in the work process so that they will be able to provide more optimal work results (Maslow in Mangkunegara, 2019). According to Herzberg in Hasibuan (2016), there are two types of factors that encourage someone to try to achieve satisfaction and distance themselves from dissatisfaction. He calls these two factors hygiene factors (extrinsic factors) and motivator factors (intrinsic factors).

The importance of motivation in the workplace is not an exaggeration, because motivation plays an important role in determining the success of organizational performance. When employees are motivated, they tend to be more engaged, committed to their work, and productive. This, in turn, can improve organizational work results (Ahmeti, 2023). By investing in work motivation, organizations can improve employee well-being, work performance, and organizational effectiveness (Irabor & Okolie, 2019; and Virgiawan et al., 2021).

The Effect of Job Satisfaction Through Motivation on Performance

The results of hypothesis testing carried out show that job satisfaction influences employee performance through motivation. However, from the tests carried out, the direct influence is greater than the indirect influence, meaning that work motivation does not really play a role as an intervening variable. This is because job satisfaction at BNI Muara Bungo Branch basically focuses more on improving employee performance and not on increasing employee work motivation. Apart from that, work motivation does not play a role as an intervening variable, because the work motivation variable in this research focuses more on employee needs, not on improving employee performance itself.

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction is a serious problem in an organization, because low levels of employee satisfaction at work will cause problems for the organization in the form of high levels of absenteeism, late work and other disciplinary violations, as well as employee behavior that is not good and is not profitable for the organization (Davis & Newsroom, 2006).

Determining job satisfaction is a multifaceted effort because it includes various elements. Typically, it describes positive feelings arising from a person's assessment of their work experience and functioning (Permana et al., 2021). Valentine et al (2011) suggest a much more inclusive interpretation related to job satisfaction, which includes a mix of environmental factors and psychological states that create genuine feelings related to satisfaction with one's job. The level of job satisfaction is determined by various factors that contribute to a feeling of comfort and satisfaction. The essence associated with job satisfaction may be relief, which can influence a person's mood and feelings. Although moods can persist and have causal objects, emotions triggered through work-related incidents are more long-lasting and unforgettable than negative dispositions (Khan et al., 2021).

Meanwhile, motivation is a process that determines an individual's intensity, direction and persistence in trying to achieve goals. Motivation is the giving of motives, the emergence of motives or things that give rise to encouragement or circumstances that give rise to encouragement. Every individual needs motivation at work. Motivation will create enthusiasm for work because motivation is an urge within a person to do something.

CONCLUSION

This research makes several conclusions based on the research results and discussions previously explained, namely:

1. Job satisfaction with motivation has a path coefficient value of 0.937 with a t-statistic value of 76.825 and a P value of 0.000. Because the P value is $< 5\%$ ($0.000 < 0.05$), it can be concluded that job satisfaction has a significant effect on employee motivation.
2. Job satisfaction with employee performance has a path coefficient value of 0.548 with a t-statistic value of 9.055 and a P value of 0.000. Because the P value is $< 5\%$ ($0.000 < 0.05$), it can be concluded that job satisfaction has a significant effect on employee performance.
3. Motivation for employee performance has a path coefficient value of 0.452 with a t-statistic value of 7.357 and a P value of 0.000. Because the P value is $< 5\%$ ($0.000 < 0.05$), it can be concluded that the motivation variable has a significant effect on employee performance.
4. Job satisfaction with employee performance through motivation has a path coefficient value of 0.424 with a t-statistic value of 7.503 and a P value of 0.000. Because the P value is $< 5\%$ ($0.000 < 0.05$), it can be concluded that the variable job satisfaction through motivation has a significant effect on employee performance.

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