



LITERATURE REVIEW DETERMINATION OF EMPLOYEE SATISFACTION AND PERFORMANCE: HYGIENE AND MOTIVATOR FACTORS ANALYSIS

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Abstract: Previous research or relevant research is very important in a research or scientific article. Previous research or relevant research serves to strengthen the theory and phenomena of the relationship or influence between variables. This article reviews job satisfaction and employee performance: Analysis of Hygiene Factors and Motivator Factors, A Study of Human Resource Management Literature. The purpose of writing this article is to build a hypothesis of the influence between variables to be used in further research. The results of this research library are that: 1) Hygiene factors affect job satisfaction; 2) Motivator factors affect job satisfaction; 3) Hygiene factors affect employee performance; 4) Motivator factors affect employee performance; and 5) Job satisfaction has an effect on employee performance.

Keyword: Job Satisfaction, Employee Performance, Motivation, Herzberg's Two-Factor Theory, Hygiene Factors and Motivator Factors

INTRODUCTION

Every student, whether for Strata 1, Strata 2 and Strata 3, is required to conduct research in the form of theses, theses and dissertations. Likewise for lecturers, researchers and other functional staff who actively conduct research and make scientific articles for publication in scientific journals.

Based on the empirical experience of many young students and lecturers as well as other researchers, it is difficult to find supporting articles in research as previous research or as relevant research. Articles as relevant researchers are needed to strengthen the theory being studied, to see the relationship between variables and build hypotheses, also very much needed in the discussion section of research results. This article discusses the influence of Hygiene Factors and Motivator Factors on Job Satisfaction and their Impact on Employee Performance (A Study of Human Resource Management Literature).

Based on the background, the problems to be discussed can be formulated in order to build hypotheses for further research, namely:

- 1) Does the Hygiene Factor affect job satisfaction?
- 2) Does the Motivator Factor affect job satisfaction?
- 3) Does the Hygiene Factor affect Employee Performance?
- 4) Does the Motivator Factor affect Employee Performance?

5) Does job satisfaction affect employee performance?

LITERATURE REVIEW

Job satisfaction

Job satisfaction has a major influence on employees and organizations. Job satisfaction for employees will create a pleasant feeling when working. Meanwhile, job satisfaction for organizations is useful in increasing productivity, improving employee attitudes and behavior (Suwatno, 2011). Job satisfaction is an emotional expression that is positive or pleasant as a result of an assessment of a job or work experience (Lock, 1995). Job satisfaction is the difference between how much something should be received and how much something he actually received (Porter, 2008).

This job satisfaction variable has been studied by many previous researchers, including, (Rumangkit, 2011), (Stevianus, 2015), (Sujati, 2018), (Nirmalasari, 2018), and (Feizal, 2019).

Employee Performance

Employee performance is the result of work in quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities assigned to him. (Mangkunegara, 2002). Employee performance as a result of the work process planned by time and place based on the organization associated with the employee (Mangkuprawira and Hubeis 2007). Performance is the result of work that can be done by each individual or group in an organization, in accordance with their respective authorities and responsibilities, not against the law, morality or ethics, but legally, to achieve organizational goals (Prawirosentono, 1999). The performance of this employee has been extensively studied by previous researchers including: (Riyanto, Sutrisno, et al., 2017), (Ingsih, Riskawati, Prayitno & Ali, 2021) , (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017) and (Agussalim et al., 2016).

Motivation

Motivation is a change in energy in a person (personal) which is characterized by the emergence of feelings and reactions to achieve goals (Mc. Donald, 1950). Motivation is formed from the attitude of employees in dealing with work situations in the company (Mangkunegara, 2005). Luthans in Sulistyadi (2013) defines motivation as a process that comes from a physiological or psychological deficiency or need that activates a behavior or an urge to get a goal or incentive. (Siagian, 2008) argues that: "Motivation is the driving force that causes a member of the organization to be willing and willing to mobilize the ability in expertise and skills of manpower and time to carry out various activities that are his responsibility and fulfill his obligations in the context of achieving organizational goals and various suggestions. pre-determined." Motivation is a process consisting of six stages:

- a) Need Deficiency: for example, an employee has a desire to be promoted.
- b) Search & choice strategy, Then employees are expected to look for the strategies needed to get promotions.
- c) Goal directed behavior, Then the employee's behavior leads to the company's goals so that he knows the things he must do to qualify for promotion.
- d) Evaluation of Performance, what has been done is then evaluated
- e) Reward or punishment, After doing these things, the results are obtained whether he is promoted or remains in that position.
- f) Reevaluation of needs, If it turns out that the employee has succeeded in getting the promotion, he will then have the desire to repeat the performance he has done to get even more promotions.

Maslow's Theory of Needs

According to Abraham Maslow, in deciding one's actions or behavior there is a hierarchy of needs with 3 kinds of basic theoretical assumptions, namely:

- a) Humans are creatures who always need something, namely the desire to satisfy various goals. Unmet needs will affect behavior, but fulfilled needs will not motivate them to behave according to their needs.
- b) A person's needs are arranged in her level and or sequentially from the most basic to the highest.
- c) A person's needs move from the lowest level to the next level after the lowest level needs are maximally met.

Maslow argues that humans have five levels or hierarchy of needs (Siagian, 1995), namely:

- a) Physiological needs, such as clothing, food and shelter (housing).
- b) Security needs, not only in a physical sense, but also mentally, psychologically and intellectually.
- c) Social needs.
- d) The need for esteem is generally reflected in various status symbols.
- e) Self-actualization in the sense of providing an opportunity for a person to develop the potential contained within him so that it turns into a real ability.

Herzberg's Two Factor Theory

One of the motivational theories that has received great attention is Herzberg's Motivation Theory, also known as the Two-Factor Theory. This theory is adapted from Maslow's theory, and as an approach to see employee motivation. Herzberg published Two Factor Theory in 1959. Herzberg's Motivation Theory was initially applied to the identification of motivational factors that lead to job satisfaction. While job satisfaction itself is a key component of motivation (Sulistiyadi, 2013).

Herzberg developed the Two-Factor Motivation theory through research conducted by interviewing 200 (two hundred) engineers and accountants at a heavy equipment company in the city of Pittsburgh, Pennsylvania. After conducting a series of studies in more than twelve studies at the same company, Herzberg classified 2 (two) factors that can increase work motivation into 2 (two), namely: (1) motivational factors, and (2) hygiene factors (Smerek and Peterson, 2007).

Motivator factors relate to aspects contained in the work itself (job content) or intrinsic aspects of the job. The factors included here are:

- a) Achievement (successfully completing the task)
- b) Recognition (award)
- c) Work it self
- d) Responsibility (responsibility)
- e) Possibility of growth (possibility to develop oneself)
- f) Advancement (opportunity to advance)

Herzberg argues that the presence of these factors will give employees a sense of satisfaction, but if something is not fulfilled it does not mean that it will result in employee job dissatisfaction.

Hygiene factors are factors that surround the execution of work; related to the job context or extrinsic aspects of workers. Including hygiene factors are:

- a) Working condition
- b) Interpersonal relationships
- c) Company policy and administration
- d) Job security (feeling secure at work), pay (salary), status (position)

e) Supervision technical

Herzberg also stated that motivators cause a person to move from a state of no satisfaction towards satisfaction. Meanwhile, hygiene factors can cause someone who is dissatisfied to lead to no dissatisfaction.

Previous research on Herzberg's Two-Factor Theory has been widely carried out, including: (Stevianus, 2015), (Nirmalasari, 2018), (Feizal, 2019), (Rumangkit, 2011), (Damayanti, 2013), (Andriani & Widiawati, 2017), (Christhofer & Kesumawatie, 2015).

Table 1: Previous research

| No | Author (year) | Previous Research Results | Similarities to this article | Difference with this article |
|----|--|--------------------------------|--|------------------------------|
| 1 | Rumangkit (2011) | x1 and x2 affect y1 | x1 and x2 affect y1 | x1 and x2 affect y1 and y2 |
| 2 | Damayanti (2013) | x1 and x2 affect y2 through y1 | x1 and x2 affect y1, x1 and x2 affect y2 | x1 and x2 affect y1 and y2 |
| 3 | Stevianus (2015) | x1 and x2 affect y1 | x1 and x2 affect y1 | x1 and x2 affect y1 and y2 |
| 4 | Christhofer & Kesumawatie, (2015) | x1 and x2 affect y1 | x1 and x2 affect y1 | x1 and x2 affect y1 and y2 |
| 5 | Riyanto, Sutrisno, et al., (2017) | x1 and x2 affect y2 | x1 and x2 affect y2 | x1 and x2 affect y1 and y2 |
| 6 | Andriani & Widiawati (2017) | x1 and x2 affect y1 | x1 and x2 affect y1 | x1 and x2 affect y1 and y2 |
| 7 | Nirmalasari (2018) | x1 and x2 affect y1 | x1 and x2 affect y1 | x1 and x2 affect y1 and y2 |
| 8 | Feizal (2019) | x1 and x2 affect y1 | x1 and x2 affect y1 | x1 and x2 affect y1 and y2 |
| 9 | Ingsih, Riskawati, Prayitno, Ali, (2021) | y1 has a positive effect on y2 | y1 has a positive effect on y2 | x1 and x2 affect y1 and y2 |

* Variable description:

y1= job satisfaction

y2= employee performance

x1= hygiene factor

x2= motivating factor

RESEARCH METHODS

This literature review article was written using qualitative methods and literature review (Library Research). Reviewing theories related to the subject matter and the relationship or influence between variables from books and scientific articles sourced from Mendeley, Scholar Google and cited according to citation rules by following the citation style of the American Psychological Association (APA).

In qualitative research, literature review must be used consistently and with methodological assumptions. In other words, it must be used inductively so that it does not direct the questions raised by the researcher. One of the main grounds for carrying out qualitative research is that this research is exploratory (Ali & Limakrisna, 2013).

FINDINGS AND DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of this literature review article in the concentration of Human Resource Management is:

The influence of hygiene factors and motivating factors on job satisfaction

The opportunity to grow, and the recognition of others in motivational factors according to Herzberg are factors that have a positive effect on job satisfaction. Meanwhile, career advancement factors have a negative effect on job satisfaction. The gap between expectations and the reality of the rewards contained in the hygiene factor according to Herzberg's theory is a factor that does not have a negative effect on job satisfaction but has a positive effect on job satisfaction. It can be concluded that job satisfaction has a positive effect on employee performance (Rumangkit, 2011). From the results of Damayanti's research (2013), it was concluded that hygiene factors and motivator factors had a significant influence on employee job satisfaction. In line with this, Damayanti (2013) also states that the hygiene factor and the motivator factor have a significant effect on employee performance through employee job satisfaction. Hygiene factors and motivator factors affect job satisfaction, this is in line with research conducted by: (Stevianus, 2015), (Christhofer & Kesumawatie, 2015), (Andriani & Widiawati, 2017), (Onidis, 2018), (Nirmalasari, 2018) and (Feizal, 2019).

The influence of hygiene factors and motivating factors on employee performance

Based on the correlation analysis between dimensions on the variable of work motivation and employee performance, the results show that the relationship between the physiological dimensions and the dimensions of cooperation has the largest correlation. While the relationship between the smallest dimensions is between the dimensions of appreciation and the dimensions of cooperation (Putra & Johaness, 2017).

Hygiene factors and motivator factors affect employee performance, this is in line with research conducted by: (Pramono, 2007), (Setyaningsih et al., 2014), (Suhanda et al., 2015), (Dewi & Thendean, 2018), (Tapala, 2018), (Prabowo et al., 2018), (Suhardi, 2019), (Perwita, 2019), (Sekar Arumsari & Widowati, 2019), (Candana et al., 2020), (Ma'ruf & Chair, 2020), (Yulius, 2021) and (Hutagalung, 2022).

The effect of job satisfaction on employee performance

Work environment, job training have a significant positive effect on job satisfaction. However, competence has no effect on job satisfaction, and job satisfaction has a significant positive effect on employee performance. Future research suggests developing a model to find better findings, for example, by adding variables of motivation, compensation, etc., (Ingsih et al., 2021).

Job satisfaction affects employee performance, this is in line with research conducted by: (Sayekti, 2019), (Mahsun, 2016).

Conceptual Framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for this article is obtained as follows.

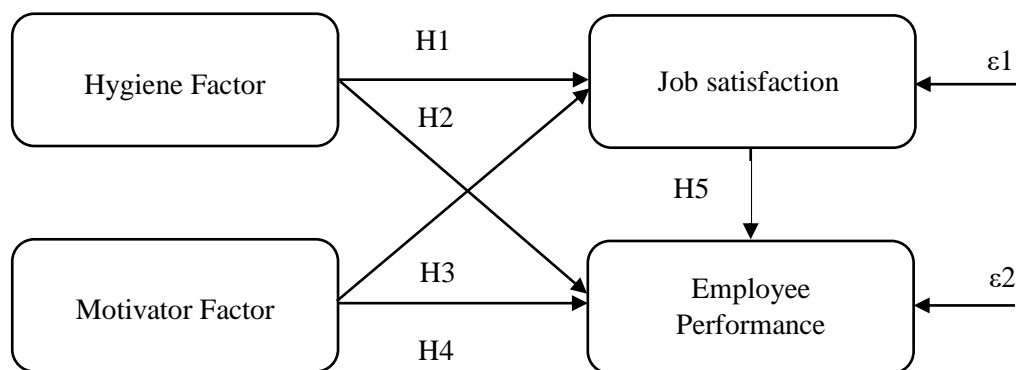


Figure 1: Conceptual Framework

Based on the conceptual framework picture above, then: Hygiene Factors and Motivator Factors affect job satisfaction and employee performance either directly or indirectly.

Apart from the Hygiene Factors and Motivator Factors that affect job satisfaction and employee performance, there are still many other variables that influence it, including the following variables:

- 1) Leadership style: (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019), (Elmi et al., 2016).
- 2) Work culture: (Limakrisna et al., 2016), (Purba et al., 2017), (Brata et al., 2017), (Harini et al., 2020), (Elmi et al., 2016).
- 3) work environment: (Purba et al., 2017), (Sardijjo & Ali, 2017).
- 4) Organizational Citizenship Behavior (OCB): (Tan, 2017), (Priyadi et al., 2020), (Febriani, 2018), (Atikah, 2020), (Perwirasari, 2019), (Simangunsong, 2020), (Lestaringtyas, 2016), (Herminingsih, 2012), (Suhardi, 2019).

CONCLUSION AND RECOMMENDATION

Conclusion

Based on theory, relevant articles and discussions, hypotheses can be formulated for further research:

- 1) Hygiene factors affect job satisfaction.
- 2) Motivator factors affect job satisfaction.
- 3) Hygiene factors affect employee performance.
- 4) Motivator factors affect employee performance.
- 5) Job satisfaction has an effect on employee performance.

Recommendations

Based on the conclusions above, the recommendation in this article is that there are many other factors that affect job satisfaction and employee performance, apart from job satisfaction and employee performance at all types and levels of organizations or companies, therefore further studies are still needed. to look for other factors that can affect job satisfaction and employee performance other than those examined in this article such as: leadership style, work culture, work environment and OCB.

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