

## The Effect of Skills and Motivation on Employee Performance with Job Satisfaction as Intervening Variables

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### Abstract

*This research aims to determine and analyze the effect of skills and motivation on employee performance with job satisfaction as an intervening variable at Industry Center Keripik Tempe Sanan Malang. This type of research used is explanatory research using a quantitative approach. This data collection technique used questionnaires with sampling technique used saturation sampling with 100 respondents. This data analysis technique used SEM-PLS. Based on the result of the analysis, employee performance, skills, and motivation are in the high category, while job satisfaction is in the satisfied category. Skills have a positive and significant effect on employee performance. Motivation has a positive and significant effect on employee performance. Skills have a positive and significant effect on job satisfaction. Motivation has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. Skills have an effect positive and significant on employee performance through job satisfaction as an intervening variable. Motivation has a positive and significant effect on employee performance through job satisfaction as an intervening variable.*

**Keywords:** skill, motivation, employee performance, job satisfaction

### Abstrak

Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh keterampilan dan motivasi terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening di Sentra Industri Keripik Tempe Sanan Malang. Jenis penelitian yang digunakan adalah explanatory research dengan menggunakan pendekatan kuantitatif. Teknik pengumpulan data ini menggunakan kuesioner dengan teknik pengambilan sampel menggunakan sampling jenuh dengan jumlah responden 100 orang. Teknik analisis data ini menggunakan SEM-PLS. Berdasarkan hasil analisis, kinerja karyawan, keterampilan, dan motivasi berada pada kategori tinggi, sedangkan kepuasan kerja berada pada kategori puas. Keterampilan berpengaruh positif dan signifikan terhadap kinerja pegawai. Motivasi berpengaruh positif dan signifikan terhadap kinerja karyawan. Keterampilan berpengaruh positif dan signifikan terhadap kepuasan kerja. Motivasi berpengaruh positif dan signifikan terhadap kepuasan kerja. Kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan. Keterampilan berpengaruh positif dan signifikan terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening. Motivasi berpengaruh positif dan signifikan terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening.

Kata kunci: keterampilan kerja, motivasi, kinerja karyawan, kepuasan kerja

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## INTRODUCTION

Along with the rapid development of the era of globalization, as it is today, competition between companies has become a very natural thing. Companies and human resources have a relationship between two. The quality of human resources in the company needs to be considered so that it can improve company performance. Performance is one of the implementations of the plans that have been prepared (Parta & Mahayasa, 2021). The role of performance can direct the company's previously planned goals. The occurrence of an increase in performance is an expectation for the company so that the company's goals can be realized appropriately. With maximum employee performance, the company is expected to be able to compete with other similar companies. The existence of differences in performance between individuals is an important factor for measuring employee performance.

Companies to be able to compete with other similar companies need to make efforts, namely to innovate a product so that it has a competitive advantage value among the community. The existence of innovation requires the skills of employees. In this regard, companies need to pay more attention to employees because it will affect the company's performance and one's job satisfaction. Skills are needed in doing a job to help achieve the task maximally in accordance with the allotted time (Lengkong & Taroreh, 2019). Problems regarding low skills if not resolved properly will lead to a decline in company performance. The impact will affect the mental, manual, motoric, one's perception, and also one's social abilities.

The work done in the company certainly cannot be separated from the motivation. With motivation, there can be an impulse that can raise the morale of employees in a company. The higher the motivation of employees, the higher the level of employee performance, and can also affect employee satisfaction. Motivation is encouragement in the form of support in order to meet the needs of employees with the aim of achieving the performance design (Luhur, 2014). Motivation is given on target so that employees have the inspiration to continue to do better in the future. Lack of motivation can cause the company's performance to be hampered and the atmosphere is not supportive. Support from outside parties in providing this motivation is very necessary in a company in order to create good relations between each other.

Job satisfaction is one of the important factors that exist in employees in doing their jobs (Nurchayani & Adnyani, 2016). Job satisfaction has an impact on employee responses to company planning. A company certainly has a relationship with employees, where employees are part of human resources and the results of the work can determine the level of employee satisfaction. Job satisfaction also affects the state of the work environment in it. The condition of the company weakens if employee job satisfaction decreases, this can damage the company's condition. The symptom of decreasing employee satisfaction is that the company's productivity level has decreased.

Tempe chips industry center Malang Sanan is one of the industrial centers located in the Purwantoro Village area. Tempe chips industry center Malang Sanan is shaded by the Department of Industry and Trade. Along with the development of the times, the tempe chips industry center Malang Sanan began to develop as evidenced by the establishment of many SME's. The tempe chips industry center Malang Sanan has a cooperative Primkopti Bangkit Usaha as a forum for tempe chips producers in terms of soybean supply. The owners of SME's in the tempe chips industry center Malang Sanan are trying their best in terms of performance achievement. The problem regarding employee skills is that employees have not met the quantity of work. The skills possessed by employees have not been fully able to complete the work. If it is related to performance, it can be seen that in 2021 the production of tempe chips will decrease. Efforts that have been made by the owners of SMEs are by providing learning related to the production process of tempe chips. The problem with motivation is that employees are often absent from work. When it comes to

performance, the responsibility of production employees is still low towards work as evidenced by the fact that there are still many employees who do not come to work. Efforts made by SME'S owners are to provide holiday allowances of 1 time salary to employees. In addition, tours are held both out of town and within the city every year.

## LITERATURE REVIEW

According to Moehariono (2012) performance is a level of achievement in carrying out the implementation of an activity program or policy in order to realize the goals, objectives, vision, and mission of an organization carried out in a strategic plan by an organization. According to Saputra (2016) employee performance is a results that have been achieved by an employee at the employee,s place of work that has been determined within a certain perio of time. According to Mangkunegara (2009) employee performance indicators namely work quantity, work quality, cooperation, responsibility, initiative, punctuality. According to Wahyudi (2002) skills is a expertise possessed by a person that is only carried out in terms of practice. According to Suhartini (2015) skills is a the skills possessed by employees to complete tasks which have previously been trained and develop the experience they already have. According to Wahyudi (2002) skills indicators namely skills, accuracy, experience, ability, confidence, high commitment.

Simanjutak (2005) described motivation is a the process carried out by an individual is a internal and external which can lead to an attitude of enthusiasm and persistence in carrying out certain activities. According to Septiawan et al. (2020) motivation is a urge to do work both individually and in groups to achieve the goals that have been set. According to Robbins & Judge (2017) motivation indicators namely physiological needs, need for security, need for a sense of social belonging, need to appreciate, self actualization needs. According to Robbins, P. S. & Judge (2015) job satisfaction is a person's feelings positively about the work done through the results of the evaluation of the characteristics. According to Arikunto (2002) job satisfaction is a emotional attitude that exists in a person expressed by a pleasant character and loves the work he does. According to Robbins & Judge (2017) job satisfaction indicators namely type of work, skills required, supervision, salary, promotion opportunities, relationships between co-workers.

Based on research conducted by Joseph, C. N. & Likumahua (2019), Qotrotul et al. (2021), and Parta, & Mahayasa (2021) state that skills have a positive and significant effect on employee performance. Based on research conducted by Parta, I. & Mahayasa (2021), Farisi et al. (2020), and Dharma (2017) state that motivation have a positive and significant effect on employee performance. Based on research conducted by Malik (2020), Richard et al. (2018), and Hari (2021) state that skills have a positive and significant effect on job satisfaction. Based on research conducted by Nurcahyani Adnyani (2016), Lantara (2018), and Sukidi & Wajdi (2017) state that motivation have a positive and significant effect on job satisfaction. Based on research conducted by Siagian & Khair (2018), Nurcahyani & Adnyani (2016), and Garaika (2020) state that job satisfaction have a positive and significant effect on employee performance. Based on research conducted by Malik (2020) state that skills have a significant effect on employee performance through job satisfaction as an intervening variable. Based on research conducted by Kurniawan (2020), Lantara (2018), and Sujarwo & Wahjono (2017) state that motivation have a positive and significant effect on employee performance through job satisfaction as an intervening variable. Based on the description, the research hypothesis as follows :

H1 : Skills have a positive and significant effect on employee performance.

H2 : Motivation have a positive and significant effect on employee performance.

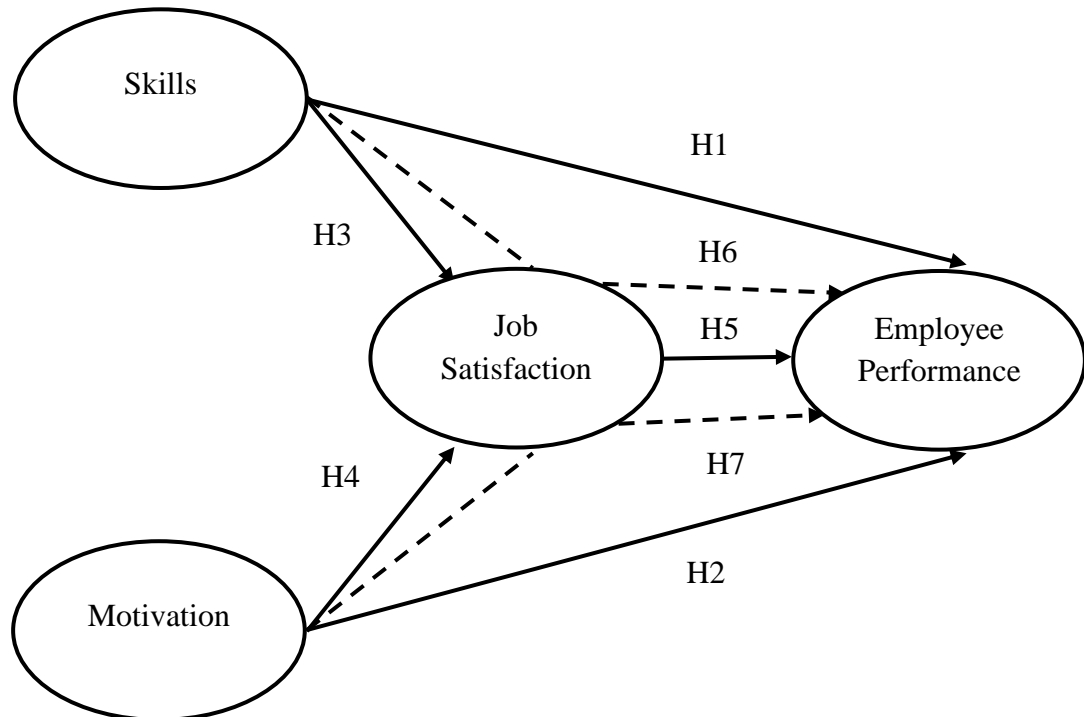
H3 : Skills have a positive and significant effect on job satisfaction.

H4 : Motivation have a positive and significant effect on job satisfaction.

H5 : Job satisfaction have a positive and significant effect on employee performance.

H6 : Skills have a positive and significant effect on employee performance through job satisfaction as an intervening variable.

H7 : Motivation have a positive and significant effect on employee performance through job satisfaction as an intervening variable



**Figure 1.** Research Framework

## RESEARCH METHODS

This research was conducted at the Tempe Chips Industry Center Malang Sanan which is located in Sanan Street, Purwantoro Village, Blimbing District, Malang City, East Java 65126. This type of research used is explanatory research. The population in this research are all employees of the production division, which are 100 people and using a sampling technique a saturated sample. Measurement of variables using a likert scale and data analysis technique used SEM-PLS. The data collection process is carried out using a google form questionnaire with a Likert interval scale variable measurement with a score of 1-5. Instrument testing in this study includes validity and reliability tests.

## RESULTS AND DISCUSSION

Based on table 1, it can be concluded that there are 59 male consumers and 41 female workers. Then most responents are in 30-39 years old and dominated by the senior high school of level education. Length of work dominant in 6-10 years, so they have worked for a long time in this industry, therefore they have an enough skills to do their job.

**Table 1.** Characteristics of Respondents

Information	Items	Respondents	Percentage
Gender	Male	59	59%
	Female	41	41%
Age	20-29 years	5	5%
	30-39 years	44	44%
	40-49 years	26	26%
	50-59 years	25	25%
Education	Junior High School	15	15%
	Senior High School	75	75%
Tenure	1-5 years	22	22%
	6-10 years	51	51%
	11-15 years	24	24%
	16-20years	3	3%

**Table 2.** Validity Test Results

Variable	Indicator	Loading Factor	Note
Skills	X1.1	0.890	Valid
	X1.2	0.839	Valid
	X1.3	0.837	Valid
	X1.4	0.799	Valid
	X1.5	0.828	Valid
Motivation	X2.1	0.635	Valid
	X2.2	0.848	Valid
	X2.3	0.779	Valid
	X2.4	0.692	Valid
	X2.5	0.863	Valid
Employee Performance	Y.1	0.769	Valid
	Y.2	0.782	Valid
	Y.3	0.671	Valid
	Y.4	0.861	Valid
	Y.5	0.766	Valid
	Y.6	0.827	Valid
Job Satisfaction	Z.1	0.860	Valid
	Z.2	0.682	Valid
	Z.3	0.845	Valid
	Z.4	0.851	Valid
	Z.5	0.796	Valid
	Z.6	0.755	Valid

Based on table 1 shows that all indicators of the variables of skills, motivation, employee performance, job satisfaction are categorized as valid because the loadinf factor value is  $>0.60$ .

**Table 3.** Reliability Test

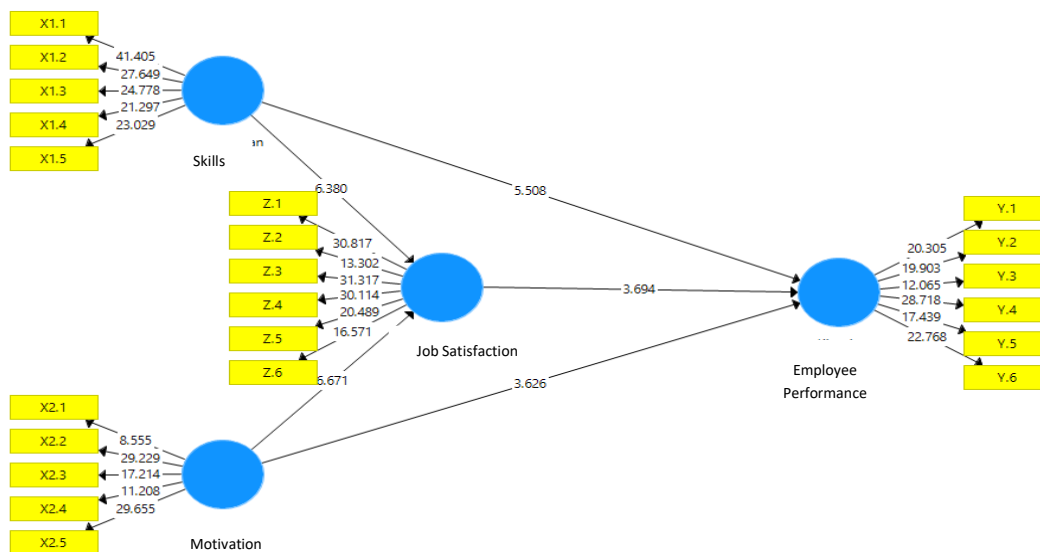
Variable	Cronbach's Alpha	Composite Reliability	Description
Skills	0.894	0.922	Reliable
Motivation	0.823	0.877	Reliable
Employee Performance	0.871	0.903	Reliable
Job Satisfaction	0.886	0.914	Reliable

Based on table 5 shows that each indicator in the latent variable has differences with other variable indicators which is indicated by a higher cross loading value in the construct it self so that discriminant validity is declared fulfilled.

**Table 4.**The Goodness of Fit Model

Variable	R Square	R Square Adjusted
Y (Employee Performance)	0.914	0.911
Z (Job Satisfaction)	0.859	0.856
$Q^2 = 1 - (1 - R^2Y) (1 - R^2Z)$		
$Q^2 = 1 - (1 - 0.914)(1 - 0.859)$		
$Q^2 = 1 - (0.086)(0.141)$		
$Q^2 = 1 - 0.012$		
$Q^2 = 0.988$		
$Q^2 = 98.8\%$		

Based on the table 6 shows that  $Q^2$  has predictive relevance. This indicates that the model is declared feasible, because the variance can be explained by the model 98.8% the remaining 1.2% is explained by other variables that have not been explained in the research model.



**Figure 2.** Hypotheses Test

**Table 5.**Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic ( O/STDEV )	P Values
X1->Y	0.409	0.414	0.074	5.508	0.000
X1->Z	0.478	0.477	0.075	6.380	0.000
X2->Y	0.277	0.278	0.076	3.626	0.000
X2->Z	0.486	0.488	0.073	6.671	0.000
Z->Y	0.312	0.305	0.084	3.694	0.000

Based on the table 5 shows that direct effect test results skills variables on employee performance with original sample value 0.409, T-statistic value 5.508 (>1.95), and p value 0.000 (<0.05). It shows that there is effect positive and significant skills on employee performance. Based on the research results prove

that skills have a positive and significant effect on employee performance. This proves that the higher the skills possessed, the higher the employee performance at the tempe chips industry center Malang Sanan. The results of this study strengthen the previous research conducted by Latief (2019), Suhartini (2015), and Parta & Mahayasa (2021) state that skills have a effect positive and significant on employee performance.

Motivation variable on employee performance with original sample value 0.277, T-statistic value 3.626 ( $>1.95$ ), and p value 0.000 ( $<0.05$ ). It shows that there is effect positive and significant motivation on employee performance. Based on the research results prove that motivation have a positive and significant effect on employee performance. This proves that the higher the motivation possessed, the higher the employee performance at the tempe chips industry center Malang Sanan. The results of this study strengthen the previous research conducted by Juniantara & Riana (2015), Lusri & Siagian (2017), and Farisi *et al.* (2020) state that motivation have positive effect and significant on employee performance.

Skills variable on job satisfaction with original sample value 0.478, T-statistic value 6.380 ( $>1.95$ ), and p value 0.000 ( $<0.05$ ). It shows that there is effect positive and significant skills on job satisfaction. Based on the research results prove that skills have a positive and significant effect on job satisfaction. This proves that the higher the skills possessed, the higher the job satisfaction at the tempe chips industry center Malang Sanan. The results of this study strengthen the previous research conducted by Malik (2020), Richard *et al.* (2018), and Hari (2021) state that skills have a effect positive and significant on job satisfaction.

Motivation variable on job satisfaction with original sample value 0.486, T-statistic value 6.671 ( $>1.95$ ), and p value 0.000 ( $<0.05$ ). It shows that there is effect positive and significant motivation on job satisfaction. Based on the research results prove that motivation have a positive and significant effect on job satisfaction. This proves that the higher the motivation possessed, the higher the job satisfaction at the tempe chips industry center Malang Sanan. The results of this study strengthen the previous research conducted by Nurcahyani & Adnyani (2016), Lantara (2018), and Sukidi & Wajdi (2017) state that motivation have a effect positive and significant on job satisfaction

Job satisfaction variable on employee performance with original sample value 0.312, T-statistic value 3.694 ( $>1.95$ ), and p value 0.000 ( $<0.05$ ). It shows that there is effect positive and significant job satisfaction on employee satisfaction. Based on the research results prove that job satisfaction have a positive and significant effect on employee performance. This proves that the higher the job satisfaction possessed, the higher the employee performance at the tempe chips industry center Malang Sanan. The results of this study strengthen the previous research conducted by Syamsuri, A. & Siregar (2018), Alwan, H.I. & Djastuti (2018), and Garaika (2020) state that job satisfaction have a effect positive and significant on employee performance.

**Table 6.** Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic ( O/STDEV )	P Values
X1->Z->Y	0.149	0.145	0.047	3.182	0.002
X2->Z->Y	0.151	0.149	0.047	3.225	0.001

Source: Primary Data processed (2022)

Based on the table 6 shows that skills variable on employee performance through job satisfaction as an intervening variable with original sample value 0.149, T-statistic value 3.182 ( $>1.95$ ), and p value 0.002 ( $<0.05$ ). It shows that there is effect positive and significant skills on employee performance through job satisfaction as an intervening variable. Motivation variable on employee performance through job



satisfaction as an intervening variable with original sample value 0.151, T-statistic value 3.225 ( $>1.95$ ), and p value 0.001 ( $<0.05$ ). It shows that there is effect positive and significant motivation on employee performance through job satisfaction as an intervening variable. Based on the research results prove that skills have a positive and significant effect on employee performance through job satisfaction as an intervening variable. This shows that job satisfaction can be a mediating variable between skills and employee performance. The results of this study strengthen the previous research conducted by Malik (2020) state that skills have a effect positive and significant on employee performance through job satisfaction as an intervening variable. Motivation has a positive and significant effect on employee performance through job satisfaction as an intervening variable. This shows that job satisfaction can be a mediating variable between motivation and employee performance. The results of this study strengthen the previous research conducted by Hanafi (2017), Kurniawan (2020), Lantara (2018), and Sujarwo & Wahjono (2017) state that motivation have a effect positive and significant on employee performance through job satisfaction as an intervening variable.

## CONCLUSION

Based on the results of the study, it can be concluded that the employee performance is categorized as high, skills are categorized as high, motivation is categorized as high, and job satisfaction is categorized as satisfied. Skills have a positive and significant effect on employee performance. Motivation have a positive and significant effect on employee performance. Skills have a positive and significant effect on job satisfaction. Motivation have a positive and significant effect on job satisfaction. Job satisfaction have a positive and significant effect on employee performance. Skills have a positive and significant on employee performance through job satisfaction as an intervening variable. Motivation have a positive and significant effect on employee performance through job satisfaction as an intervening variable.

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