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Analysis of the Effect of Motivation Factors and Hygiene Factors on Employee Performance with Job Satisfaction as a Mediation Factor

(Study on Employees PT. Bank Rakyat Indonesia (Persero) Tbk.

Bandar Lampung Regional Office)

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Abstract

Human resources are a crucial aspect that determines the effectiveness of an organization. Therefore, the organization always needs to invest in recruiting, selecting and retaining its human resources not to impact turnover. To maintain and improve employee performance, it is necessary to ensure the fulfilment of motivational and hygiene factors and job satisfaction. This study aimed to determine the influence of motivational and hygiene factors on employees' functioning and job satisfaction as intermediaries (PT. Bank Rakyat Indonesia (Persero) Tbk Regional Office Bandar Lampung. Study participants were recruited from 470 BRI employees using proportionally stratified random and probability sampling. The data used in this study is primary data in the form of survey data. The data analysis method used is Structural Equation Model Analysis (SEM) with data-driven covariance. The results show that motivational factors have a positive and significant influence on employees' work performance. In contrast, hygiene factors positively and significantly influence work results and employee satisfaction. Average job satisfaction on performance between hygiene factors and employee job performance

Keywords: Employee Job Satisfaction, Employee Performance, Hygiene Factor, Motivation Factor

JEL Codes: A1, M0, M5

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1. Introduction

A company is where the money it owns is processed into products or services that consumers want. The purpose of this activity is not only to produce goods and services that consumers want, but also to generate profit for the company. As stated in Pasal 1 (b) of Undang-Undang No. 3, 1982 on compulsory company registration, it is defined as follows: Any company is long-lived, permanent, established and engaged in any type of business. It is located in the territory of the Republic of Indonesia.

Companies need to make the right strategy to be able to generate optimal profits, one of which is by collaborating several elements that play a role in the company's business processes, namely human resources, technology, structure and social environment. Through good human resource management, companies can provide workforce development efforts in an ethically, strategically and socially responsible manner. That way, the human resources in the company can develop more and make a productive contribution so that the company's goals can be achieved immediately.

Human resources are a crucial aspect that determines the effectiveness of an organization. Therefore, organizations always need to invest in recruiting, selecting and retaining their human resources. Every organization will strive to maintain potential resources so as not to have an impact on turnover. According to research from Dalton and Todor (2003) a high turnover rate will have a negative impact on the organization, such as creating stability in labor conditions and increasing human resource costs. This makes the organization ineffective because the company loses experienced employees and needs to retrain new employees.

However, the problem that arises lies in how to keep employees able to work according to existing demands, and always be enthusiastic in every job. One of the causes that occur is related to employee job satisfaction. If employees are satisfied with their field of work, work productivity will tend to increase as well. However, if employees are not satisfied with their work, the company's progress will also be hampered. BRI Bandar Lampung Regional Office currently has 3,872 employees spread across the working areas of Lampung and Bengkulu Provinces with various corporate titles. However, from 2017 to December 2021 there were 883 employees who stopped working in the supervision area of the BRI Bandar Lampung Regional Office for various reasons. Details of the number of workers who stopped working are presented in the following Table.

Table 1 Reasons for BRI Bandar Lampung Regional Office Employees Quitting Work in 2017-2021

No	PHK Information	Total Employee
1	Resignation at the request of workers	597
2	Accepted to work in other companies/agencies	46
3	Skipping/not coming to work without permission	45
4	Continuing college/school	14
5	Health reasons	18
6	Other	163
	Total	883

Source: BRI Regional Office Human Capital Bandar Lampung, 2021

19 Based on Table 1 above, it can be seen that there are several reasons why BRI employees at the Bandar Lampung Regional Office stopped working during 2017-2021. The most common reason (up to 597 employees) is layoffs at the request of employees, characterized by factors that make employees dissatisfied with their jobs, affect their productivity and the decision to continue or stop working.

57 Several things have been done by the management of PT. Bank Rakyat Indonesia (Persero), Tbk central and regional Bandar Lampung to maintain the level of employee satisfaction and reduce turnover are as follows:

- 29 • Motivational factors: determination of realistic key performance indicators (kpi) with the provision of clear tools, recognition of employee performance achievements by implementing a transparent performance management system, presence of a talent pool that facilitates employees choosing jobs according to their interests, fair and clear performance evaluation so that every employee can be responsible for each of his work, as well as a clear and transparent level of promotion.
- Hygiene factor: periodic salary increases and adjusted to peers, giving annual and quarterly bonuses based on performance results, creating a conducive work environment by facilitating the needs of workers such as worker buses, sports facilities in the office area, and organizational clubs based on employee hobbies, policies/administration companies that are transparent and can be monitored through the application, as well as creating security to work with health insurance coverage without any ceiling restrictions.

78 With the support from the management, the performance of Bank Rakyat Indonesia (Persero), Tbk particularly in the port area of Lampung, currently ranks third in the country after Pekanbaru and Palembang. This is certainly supported by 77% who are satisfied and in line with the improved performance of Lampung Port staff in the BRI region. 45 Herzberg's two-factor theory approach was used to measure job satisfaction and its impact on employee performance. The applied work environment theory discusses the motivational factors that encourage employees to perform well at work and the health factors that make employees 39 unhappy in the work environment, ultimately affecting job satisfaction, employee satisfaction, and productivity.

2. Literature Review

2.1 Work Satisfaction

Job satisfaction is a complex phenomenon with many components that influence different cultural systems and values and cause some contradictions. The review identified predictors of job satisfaction that need further testing and validation by interventional and longitudinal studies (Lu Hong et al., 2019). Job satisfaction is a personal matter. As defined by Kreitner and Knicki (2005), each person is satisfied in a different way; Job satisfaction is an emotional 2 response to various aspects of performance or work. This definition suggests that job satisfaction is not a single concept in the sense that an individual may be relatively satisfied with one aspect of the job and dissatisfied with one or more aspects of the job.

14 In his two-factor theory, Herzberg claims that job satisfaction and dissatisfaction are two different things, and that job satisfaction and dissatisfaction are not continuous variables. Based on his own research, 14 Herzberg divided the situations that affect a person's attitude towards their own work into two groups: satisfied and dissatisfied. Satisfiers or motivators are

factors or situations that have been shown to be sources of job satisfaction, including achievement, recognition, independence, responsibility, and promotion.

Meanwhile, according to the study of Alrawahi et al. (2020), the reported job dissatisfaction is due to the lack of hygiene factors and various motivational factors according to Herzberg's theory; Herzberg's theory. Theory of increased motivation and job satisfaction.

Factors affecting job satisfaction Factors affecting job satisfaction can be identified by looking at different things that cause and promote job satisfaction. According to Khanna (2017), there are 11 factors that influence job satisfaction and have an impact on employee performance in the education/academic sector in North India. These factors fall into two main parts according to Herzberg's theory:

- Motivational factors: success, recognition, type of work, responsibilities, opportunities for growth and advancement
- Hygiene factors: salary/compensation, working conditions, company policies/administration, relations with colleagues, relations with superiors, and job security.

2.2 Employee Performance

Employee performance has a major impact on a company's success. The results of employee performance can be evaluated in terms of quality, quantity, working hours, as well as cooperation in achieving the goals set by the company. According to Gibson (2003), performance is the result of work performance, productivity, and other performance related to organizational goals. It is also said that a person's success is a combination of ability, strength, and opportunity, which can be measured by the results of their work. Performance appraisal is a system used to assess and find out whether an employee has carried out his work in an organization through performance appraisal instruments. In essence, performance appraisal is an evaluation of the work performance of individuals (personnel) and compares it with standard performance standards.

According to Shaikh (2019), employee performance is influenced by employee job satisfaction in an organization or company. Job satisfaction can also increase company productivity, profits, and reduce costs and employee turnover. In addition, job satisfaction can also improve working conditions, provide opportunities for advancement, improve individual personality, create positive relationships with colleagues and improve work quality with performance in the banking industry.

2.3 Hypothesis

According to Borishade et al (2021), student satisfaction is a mediating factor for service quality and affects student loyalty and productivity. According to Singh and Bhattacharjee (2019), motivational factors and hygiene factors were found to be positively and significantly related to academic job satisfaction and both can increase job satisfaction and achievement in academic work. Proposing hypotheses in research PT. Bank Rakyat Indonesia (Persero), Regional Office Tbk Bandar Lampung as follows:

H1: Motivational factors have a positive impact on employee performance.

H2: Hygiene factors have a positive impact on employee performance.

H3: Job satisfaction mediates the influence between motivational factors and employee performance.

H4: Job satisfaction mediates the influence between hygiene factors and employee performance.

2.4 Previous Research

Here are several international journals that discuss Herzberg's two-factor theory and its effect on employee satisfaction and performance in a company. Discussions related to previous research journals are intended to be a reference for researchers and help facilitate the preparation of this research.

Table 2. Previous Research Summary

No	Author	Research Title	Method	Result
1	Alrawahi et al. (2020)	Application of Herzberg's Two Factor Motivation Theory to Job Satisfaction in Clinical Laboratories in Oman Hospitals	In FGD, documents are analyzed using oriented content analysis method and the frequency of statements about factors is calculated to compare with Herzberg's theory.	According to Herzberg's theory, job dissatisfaction is caused by poor hygiene factors and certain motives. Hospital managers should consider these factors to increase motivation and job satisfaction.
2	Sobaih A.E. & Hasanein A.M. (2020)	Herzberg's theory of motivation and job satisfaction: Does it work for the hospitality industry in developing countries?	Analysis of the questionnaire data using the Software Computer Package for Social Sciences (SPSS 25). Hypothesis testing using multiple regression analysis	The results show that hygienic factors have a positive effect on job satisfaction, while motivational factors have a negative effect and cause dissatisfaction. The results point to another factor that mediates the relationship between motivation and job satisfaction, namely work commitment. These results confirm that Herzberg's

				theory is not true for all organizations and all employees in all countries.
3	Shaikh, S.H. (2019) ¹⁸	The Impact of Job Satisfaction and Job Dissatisfaction on Herzberg's Theory: Case Studies of Meezan Bank Limited and National Bank Limited	Reliability test, Analysis of Variance (ANOVA), t test and multiple regression techniques were used for data analysis. ¹²	The results show that job satisfaction has a positive effect on employee performance and job dissatisfaction has a negative effect on employee performance. The Job Satisfaction Factor improves employee performance at Meezan Bank Limited and National Bank Limited based on their organization's reputation and contribution to economic growth. ²⁴

⁵² **5. Research Method**

The method used in this study is a survey method combined with quantitative methods. Using this method of quantitative analysis is well suited to other types of research that focus on real problems and events at the time in the form of meaningful numbers. The target group of this study is employees PT. Bank Rakyat Indonesia (Persero), Tbk. The regional offices of Bandar Lampung are scattered in the working areas of Lampung and Bengkulu in 2021. When conducting research, the role of data as the main analysis tool is needed to explain and support previously developed and defined questions.¹⁷ The data used in this study is primary data. Methods of collecting data for this study using a questionnaire.³⁶ Recruitment survey PT. Bank Rakyat Indonesia (Persero), Tbk. The Bandar Lampung district office, which has been

operating for about a year, employs 3,872 people. According to Sugiyono (2017), when the population is large, the number of samples is also large. Therefore, a suitable sampling method is needed in this study. According to Hair and Joseph (2014), finding a suitable sample is difficult when the sample size is too large and a suitable sample size of 100-200 respondents must be used to evaluate the structural interpretation. Equation modeling (SEM). Therefore, the number of samples is determined based on the results of the calculation of the minimum number of samples, the maximum sample size of this study is 470 samples. The research was conducted using the Probabilistic Sampling method and the Stratified Random Sampling technique. This method is used when people are heterogeneous and disproportionate, dividing the population moderately and randomly into populations/classes. Proportionally Stratified Random Sampling collects information about the number of employees in each industry and determines how many samples are needed for each industry. The rating scale used in this study is the Likert scale. The Likert scale is a survey scale used to measure attitudes and opinions. This Likert scale required participants to fill out a questionnaire in which they had to accept a few questions. The questions or statements used in this research are commonly referred to as research variables and are considered by the researcher. This research uses analytical tests, namely validity and reliability tests, using AMOS SEM (Structural Equation Modelling) data analysis which consists of confirmatory analysis factor (CFA) and model feasibility tests. In addition, the hypothesis test used in this study used the Sobel test to see the effect of mediation on the variables.

Table 3. Operational Definition of Research Variables

No	Variables	Operational Definition	Indicator
1	Motivational Factor (X1)	Factors that can encourage people to be able to meet their top level needs and are the cause of people being satisfied with their work (Herzberg, 2017).	<ul style="list-style-type: none"> • Achievement • Recognition/award • Type of work • Responsibility • Growth and opportunities for promotion
2	Hygiene Factor (X2)	Hygiene Factor are the factors that cause a sense of dissatisfaction in employees. Lack of these factors will cause dissatisfaction, but it does not mean that the fulfillment of these factors will guarantee the emergence of work motivation (Herzberg, 2017).	<ul style="list-style-type: none"> • Salary/compensation • Working conditions • Policy and administration • Relations with colleagues • Relations with superiors • Work safety
3	Employee performance (Y)	Performance is the result of considering business goals, productivity and other results of operational efficiency. One's success is said to be a combination of talent,	<ul style="list-style-type: none"> • Quality • Quantity • Punctuality • Effectiveness

		effort and opportunity, which can be judged by the results of their hard work. (Gibson, 2003).	<ul style="list-style-type: none"> • Independence
4	Employee Job Satisfaction (Z)	12 Job satisfaction is the process of a person feeling good and relaxed about their tasks and their job performance (Herzberg, 2017).	<ul style="list-style-type: none"> • Job suitability • Appropriate salary • Challenging jobs • Fun coworkers • Supportive working conditions

4. Findings and Discussions

The distribution of the questionnaires was carried out online through the google form link which was distributed via whatsapp and telegram which was carried out on June 01 – July 30, 2022. The distribution of the questionnaires used a proportional stratified random sampling technique and 470 respondents answered. The data obtained were edited and coded for each item to make it easier to tabulate the data and then process the data.

Characteristics of respondents are what criteria will be given to research subjects so that sources of information on research can be directed appropriately and as expected. A total of 73.40% of research respondents were male and spread across the working age range of 21-56 years with the largest composition in the productive age range of 21-40 years (21-40 years as many as 20.43% and 31-40 years as many as 69 years). ,15%). The age range of 21-40 is the age range that is considered very productive for the workforce, because if the age is below 20 years, the average individual still does not have sufficient skill maturity and is still in the educational process. Meanwhile, at the age of 40 years, there is a decline in physical abilities for individuals (Priyono and Yasin, 2016). Most of the respondents' education is Bachelor (D4/S1), as many as 372 respondents (79.15%), with the largest average income in the range > Rp. 5,000,000 – Rp. 10,000,000, which is 305 respondents (64.89 %). Bank BRI employees are required to have a minimum of D4/S1 education so that the distribution of education of their workers is mostly at that level of education. The largest length of work was in the tenure of >5-10 years, as many as 276 respondents (58.72%). The period of service has a significant effect on the amount of income earned by BRI employees who are respondents, where the tenure of employment is < 5 years, the income range is < Rp. 5,000,000, of course, this factor is also influenced by the position of the respondent. Grade is a classification system for workers level at PT. Bank Rakyat Indonesia (Persero), Tbk which are grouped based on the level of employee position. The largest grade of workers who became respondents was in the range of 4-5 as many as 305 respondents (64.89%) with the highest status of workers being permanent workers, which was 374 respondents (79.57%). The grade 4-5 level consists of employees with Mantri (Marketing Personnel) positions whose national composition at BRI currently reaches 23.33%.

4.1 Validity test

A validity test is a test that determines whether the clock used is valid (valid) or invalid. The author uses the Pearson product moment correlation coefficient test using the SPSS program. The results of the validation test show that all indicators for $r_{count} > r_{table}$ are valid. That all questions in this research questionnaire be validated and followed up in a more in-depth study. Thus, all measures of each variable in this study meet the requirements for subsequent trials. In addition, it should be noted that the results of the analysis testing the validity of all statements were considered satisfactory, as their significance level was less than 5%.

4.2 Reliability Test

To assess the reliability of the questionnaire used in this study, the reliability test is based on Cronbach's alpha channel, which is commonly used for questionnaire testing in social science research. This analysis interprets the relationship between the created measure and the existing change measure, allowing you to see to what extent your measurement results are likely to remain statistically consistent. The results described in Table 4 indicate that the instrument is highly effective in this study, as the alpha value exceeds 0.60 (Hair et al., 2014).

Tabel 4 Reliability Test

Variable	Cronbach's Alpha	Information
Motivation Factors (X1)	0,933	Reliable
Hygiene Factors (X2)	0,955	Reliable
Work Satisfaction (Z)	0,939	Reliable
Employee performance (Y)	0,948	Reliable

Source: Processed Data

4.3 Structural Equation Modeling (SEM)

Structural equation modeling is a second-generation multivariate analysis method that allows researchers to study relationships between repeated and non-repeated complex variables (Ghozali, 2015). Structural equation modeling (SEM) was performed using the AMOS program. The AMOS program presents measurement and design problems and is used to analyze and test hypothetical models.

The model used in this study is a cause and effect model and the analytical method used to test the proposed hypothesis is SEM (Structural Equation Modeling). The SEM analysis method is used because SEM determines the scale of the structure and can measure the influence or relationship between the defined scaling factors (Ferdinand, AT, 2011).

4.4 Confirmatory Factor Analysis

The measurement step of the indicators representing the latent variables in the research model is carried out by confirmatory factor analysis (CFA). DFA is one of the prerequisites for SEM and model analysis. The technique used is DFA. The latent variables or constructs used in this research model are two exogenous variables; It includes one endogenous and one intermediate

and a total of 47 indicators. With AMOS SEM, the high and low validity of the questionnaire can be determined using the stress coefficient with a stress coefficient value > 0.50 . The results of data processing for confirmatory factor analysis of all constructs in this study are presented as follows in Figure 1.

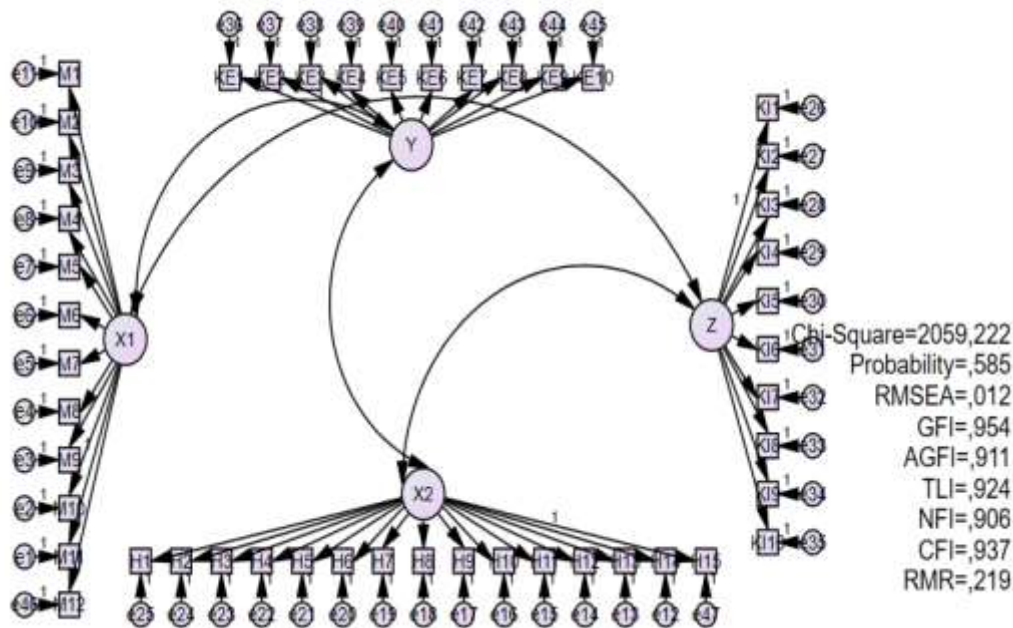


Figure 1 Construct Confirmatory Factor Analysis (Source: Processed Data, 2022)

Figure 1 is the result of data processing for confirmatory factor analysis of all constructs in this study involving motivation factors, hygiene factors, employee performance and employee job satisfaction as a mediation. Furthermore, the loading factor that represents the contribution of each indicator to the variable it represents shows that none of the loading factor values has a value of < 0.50 . Hair et al (2014), stated that if the loading factor value is below 0.5, it indicates that the indicator is very weak in describing the factor, so it must be removed from the model. All coefficient values meet the requirements, where the best loading model value that meets the standard is (> 0.5). This indicates that this model has good validity and reliability. The value of validity is seen based on the value of the loading factor whether it is greater than 0.5.

4.5 Goodness of Fit

Goodness of fit test is used to test the model used in the study. In SEM analysis, there are no statistical test tools to measure or test model hypotheses. According to (Ghojali, 2015), the SEM analysis technique used various statistical tests to test the hypotheses of the developed model. After the assumptions in SEM are met, a statistical test is used to measure the fit of the model to the study.

5 Table 5 The Goodness of Fit Test

Criteria	Goodness of Fit	Cut-off Value	Model Evaluation
Chi Square	2059,222	≤2,00	66 Fit
CMIN/DF	1,030	< 2,00	Fit
RMSEA	0,012	< 0,08	Fit
GFI	0,954	> 0,90	Fit
AGFI	0,911	> 0,90	Fit
TLI	0,924	> 0,90	Fit
NFI	0,906	>0,90	Fit
CFI	0,937	>0,90	Fit
RMR	0,219	<0,50	Fit

Table 5 shows that there are 9 criteria that meet the criteria, e.g. 5 The results of the Hypothesis evaluation represent a good model that shows that the model used in the study provides the expected prediction. Therefore, this model is an accurate and appropriate model for explaining the relationships between variables in a model.

4.6 Hypothesis testing

After testing the model, 62 the next step may be to test the hypothesis. The basis for the decision to test the hypothesis is to compare the size of p with the 5% 56 significance level (alpha = 0.05), the null hypothesis (H0) is not supported if p is less than alpha, and the null hypothesis (H0) is supported when p is greater than alpha. 60 The results of the hypothesis can be seen in Table 6 as follows:

Table 6 Standardized Regression Weight Structural Equational Model

	Estimate	S.E.	C.R.	P	R-Square
X1 <--> Y	,409	,009	5,406	0,000	0,735
X2 <--> Y	,370	,030	12,507	0,000	0,809

Information:

X1: Motivation Factor; X2: Hygiene Factor

Y: Employee Performance

Based on Table 6 obtained:

$$\text{Employee Performance} = 0.409 \text{ Motivation} + 0.370 \text{ Hygiene}$$

7 Based on Table 4, the value of R square for the influence of motivational factors on employee performance is 0.735. This shows that together the motivational factor variables are able to explain the employee performance variable by 73.5%, while the rest is explained by other 33 4

variables outside the study.

The value of R square for the influence of hygiene factors on employee performance is 0.809. This shows that the hygiene factor variables together are able to explain the employee performance variable by 80.9%, while the rest is explained by other variables outside the study.

4.7 The Influence of Motivation Factors on Employee Performance

The influence of motivational factors has a positive and significant effect on employee performance, this is known from the p-value < , namely the p-value of 0.000 while of 0.05 and obtaining a CR value of 5.406 with an estimate value of 0.409, which has a large motivational influence. on employee performance by 40.9%.

4.8 Effect of Hygiene Factors on Employee Performance

The influence of hygiene factors has a positive and significant effect on employee performance. This is known from the p-value < , namely the p-value of 0.000 while is 0.05. and obtained a CR value of 12,507 with an estimate value of 0.370, which has a large influence of hygiene factors on employee performance by 37%.

Table 7. Job Satisfaction Mediates the Influence Between Motivation and Performance Factors

	Input		Test statistic	Std. Error	p- value
a	0.793	Sobel test	11.02926209	0.04414638	0.000
b	0.614	Aroian test	11.02541709	0.04416178	0.000
s _a	0.022	Goodman test	11.03311111	0.04413098	0.000
s _b	0.053				

Based on the results of Sobel test calculations, the results are 11.029 and significance = 0.000. Thus, job satisfaction plays a mediating role between motivational factors and work productivity. Job satisfaction has a significant influence and acts as a mediating variable, motivational factors directly affect employee performance, so that the role of job satisfaction in moderating the relationship between motivational factors and employee performance is completely intermediate.

Table 8. Job Satisfaction Mediates the Influence Between Hygiene and Performance Factors

	1 input		Test statistic	Std. Error	p- value
a	0.570	Sobel test	11.20054184	0.0312467	0.000
b	0.614	Aroian test	11.19781989	0.0312543	0.000
s _a	0.013	Goodman test	11.20326578	0.03123911	0.000
s _b	0.053				

Based on the calculation results of the Sobel test, the result is 11,200 and significant = 0.000. Thus, job satisfaction serves as an intermediate variable between hygiene factors and employee performance. Therefore, since job satisfaction has a significant impact and acts as an intermediate variable, hygiene factors directly affect employee performance, mediating role of job satisfaction. at work in the relationship between work policy and hygiene factors is purely mediating.

Based on the results of the tests that have been carried out, the test results obtained from each of the above hypotheses will be presented briefly in Table 7 regarding the conclusion of the hypothesis below.

Table 7 Hypothesis Test Results

No	Hypothesis	Critical Ratio	p-Value	Information
1	Motivational factors have a positive effect on employee performance	5.406	0.000	H1 Accepted
2	Hygiene factors have a positive effect on employee performance	12.507	0.000	H2 Accepted
3	Job satisfaction mediates the influence between motivational factors and employee performance	11.029	0.000	H3 Accepted
4	Job satisfaction mediates the influence between hygiene factors and employee performance	11.200	0.000	H4 Accepted

4.9. Discussion

The results show that hygienic factors have a positive effect on job satisfaction, while motivational factors have a negative effect and cause dissatisfaction. The findings also point to another factor mediating the link between motivation and job satisfaction, namely work engagement. These results confirm that Herzberg's theory may not apply to all organizations and employees in all countries. Previous research on the impact of motivational factors on employee performance was conducted by Paais and Pattirohu et al. (2020) Central Moluccas and Nabi et al. (2017) Researchers in Bangladesh. The results of this study are similar to the results of this study and also confirm the first hypothesis that motivation fluctuations have a positive and significant effect on employee performance. This indicates PT to improve employee performance. Bank Rakyat Indonesia (Persero), Tbk Bandar Lampung Regional Office has to meet the needs of employees, which directly affects the motivation factor.

Previous research on the influence of hygiene factors on employee performance has been carried out by Aydin (2012), who conducted research on Motivation and Hygiene Factors on Employee Performance at Turkish University. The hygiene factors that become research variables include: salary, job security, company-administrative policies, supervision, interpersonal relations, status and working conditions in companies that have a positive and significant effect on employee performance at Turkish University. The study involved 150 respondents with various positions including doctoral, assistant professor, and professor. The results of this study have similarities with the results of research conducted by the author and also prove the second hypothesis, namely that the hygiene variable has a positive and significant effect on employee performance. This shows that to improve employee performance, PT. Bank Rakyat Indonesia (Persero), Tbk Bandar Lampung Regional Office must meet the needs of its workers which directly affect the hygiene factor. The absence of the hygiene factor will open up opportunities for workers so that it will cause employees to be unproductive.

Previous research on the influence of motivational factors on employee performance with job satisfaction as a mediating variable has been conducted by Kurniawanto (2022), who conducted research in Jakarta with a sample of 100 respondents of modern mini market employees. The results of this study have similarities with the results of this study and also prove the hypothesis that job satisfaction has a positive and significant effect in mediating the relationship between motivational variables and employee performance. Motivation is one of the variables forming employee job satisfaction (Herzberg, 2017), and according to research by Mai (2022), employee satisfaction at work is a determining factor for productivity and efficiency in the company's production and business. If it is fulfilled properly then the motivational factor will increase employee job satisfaction and contribute positively to improving employee performance and vice versa if it is not fulfilled then the employee will work as is without increasing productivity. The employee's work objectives are the material for management evaluation to improve employee motivation aspects, where every year BRI's human capital division distributes questionnaires for BRI employee job satisfaction.

To anticipate employee turnover caused by the emergence of a sense of basic things that are employee rights, the management of PT. Bank Rakyat Indonesia (Persero), Tbk Bandar Lampung Regional Office seeks to anticipate the emergence of this sense of effort by meeting the basic needs of workers. Some of the things that were done were: during the Covid-19

pandemic, BRI implemented zero layoffs, did not reduce the amount of employee salaries, and still gave full bonuses to employees. The company also improves the employee health service mechanism by creating digital reimbursement of medical expenses to facilitate application and time effectiveness of service. In addition, the company began to implement regionalization gradually to place employees' work areas according to their domicile addresses in the hope of increasing productivity and reducing employee turnover.

5. Conclusion

The results of the first hypothesis in this study which states "motivational factors have a positive effect on employee performance" are supported. The results of this study explain that to improve employee performance, PT. Bank Rakyat Indonesia (Persero), Tbk Bandar Lampung Regional Office must meet the needs of its workers which directly affect the motivation factor. The fulfillment of motivational supporting factors at BRI currently includes: setting realistic key performance indicators (kpi) at the beginning of the year, recognition of employee performance achievements, implementation of a talent pool and clear and transparent career development certainty.

The results of the second hypothesis in this study which states "hygiene factors have a positive effect on employee performance" are supported. The results of this study explain that to improve employee performance, PT. Bank Rakyat Indonesia (Persero), Tbk Bandar Lampung Regional Office must meet the needs of its workers which directly affect the hygiene factor. The absence of hygiene factors will cause dissatisfaction for workers so that it will cause employees to become unproductive. The current fulfillment of hygiene factors at BRI include: salary, work conditions and security, company policies and regulations as well as interpersonal relationships between fellow workers or superiors and subordinates.

The results of the third hypothesis in this study which states "job satisfaction mediates the influence between motivational factors and employee performance" are supported by full mediation. The results of this study explain that motivation is one of the variables that make up employee job satisfaction which is a determining factor for productivity and efficiency in the company's production and business. If fulfilled properly, the motivational factor will increase employee job satisfaction and contribute positively to improving employee performance. At PT. Bank Rakyat Indonesia (Persero), Tbk Bandar Lampung Regional Office, employee job satisfaction is a material for management evaluation to improve employee motivation aspects, where every year BRI's human capital division distributes questionnaires to evaluate BRI employee job satisfaction. The results of the fourth hypothesis in this study which states "job satisfaction mediates the influence between hygiene factors and employee performance" are supported by full mediation. The results of this study explain that the non-fulfillment of hygiene factors will cause job dissatisfaction and have the potential to decrease performance or even lead to turnover. For that the management of PT. Bank Rakyat Indonesia (Persero), Tbk Bandar Lampung Regional Office seeks to anticipate the emergence of this dissatisfaction by meeting the basic needs of workers. Some of the things that have been done are: implementing zero layoffs during the last Covid-19 pandemic, not reducing the amount of employee salaries, and still providing full bonuses to employees. In addition, the use of digital health reimbursement applications is implemented for the convenience and effectiveness of service time as well as gradual regionalization to place employees' work areas according to their domicile addresses in the hope of increasing productivity and reducing

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