



# Boosting Employee Performance: HR Development, Motivation, and Job Satisfaction Synergy

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**Abstract.** This study investigates the influence of human resources on the attainment of organizational objectives by evaluating the impact of human resource development and work motivation on employee job satisfaction and performance. It also examines the mediating function of job satisfaction in these interactions. Data were gathered via observation, questionnaires, and documentation, and evaluated via path analysis. The results indicate that human resource development and work motivation have a favorable and considerable impact on job satisfaction and employee performance. Moreover, job happiness mediates the impact of human resource development and work motivation on employee performance at the Mamuju Regency Cooperative and SME Office. These findings underscore the significance of promoting human resource development and motivation to improve job satisfaction, hence effectively enhancing employee performance.

**Keywords:** Human resource development, work motivation, job satisfaction and employee performance

## 1 Introduction

Human resources are essential for attaining organizational goals. The efficacy or ineffectiveness of an organization predominantly hinges on the caliber and administration of its human resources. Consequently, firms must prioritize the enhancement of employee performance. Performance denotes the results attained by employees, the management process, or the company collectively, evidenced by measurable quality and quantity [1].

The problem that occurs related to human resource development is that employee performance has decreased. The achievement of the performance of Gowa MSMEs in South Sulawesi Province has not been in accordance with the target. This is in accordance with the economic news of *Warta Ekonomi.co.id*, that there are 4 problems that occur in the South Sulawesi Province Cooperatives and SMEs Office, namely: first, the lack of human resource quality which has an impact on product quality and the still collapse of MSME business and financial management. To overcome these two classic problems, training after training is expected to be the solution. Then the third problem is the lack of access to capital. Business actors who are just starting a business have most difficulty getting loans from banks. Banks tend not to take risks to distribute credit to untested MSMEs [2]. Meanwhile, the fourth

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problem is the lack of MSME performance, as well as very limited marketing access ([https://www. News ekonomi.co.id](https://www.Newsekonomi.co.id))

Employee performance is often the main indicator of an organization's success. This performance is not only influenced by individual factors, such as ability and motivation, but also by job satisfaction felt by employees. Job satisfaction reflects the extent to which an individual feels valued, satisfied with his or her job, and feels comfortable in his or her environment. With high job satisfaction, employees are more likely to make optimal contributions to the organization [3].

At the Mamuju Regency Cooperatives and SMEs Office, human resource development and work motivation have a strategic role in improving employee performance. As a government agency that focuses on empowering cooperatives and SMEs, employee performance is the key to implementing programs and policies that have an impact on the community. Therefore, a special strategy is needed to ensure that human resource development and work motivation are implemented effectively.

However, the relationship between human resource development, work motivation, and employee performance cannot be separated from job satisfaction. Job satisfaction plays a role as a mediator that can strengthen the influence of these two factors on employee performance. When employees feel satisfied with self-development and motivated, they will tend to perform better and perform optimally. This is relevant in the context of the Mamuju Regency Cooperatives and SMEs Office, where employees face challenges in serving the needs of the community and local MSMEs.

## 2 Literature Review

### 2.1 Human Resource Development

Human resources is someone who drives an institution or corporation and serves as an asset that has to be trained and developed in line with their capacity. Human resource management is the study or method of how people are efficient and effective and may be employed best so that the objectives of the organization, staff members, and society are attained. Human resources are predicated on the idea that every employee is a human being rather than a machine and not only a corporate asset [4].

Rivai [5] said that human resource development is an effective way to deal with several challenges, including obsolescence or lag behind employees, diversification of domestic and international workforce. By being able to overcome challenges (affirmative action) and employee turnover, human resource development can maintain and maintain an effective workforce.

### 2.2 Work Motivation

Motivation is a behavioral activity that works in an effort to meet desired needs. To understand more deeply the definition of motivation, it is better to look at the opinion of Fahmi [6] that motivation is formulated as behavior aimed at a target. Motivation is related to the level of effort made by a person in pursuing a goal, motivation is closely related to job satisfaction and *performance*.

The following will be described about work motivation indicators that can be described one by one through the description below:

a. Physiological needs

The most basic needs are directly related to the existence of human survival.

b. The need for a sense of security

The easiest to see is the desire to be free from dangers that threaten his life.

c. Social needs

Humans are social creatures so they like and even need to relate to others and be part of others.

d. Award needs

Through the various steps taken, people want to be accepted as important. This is one example of the need for this expectation.

e. The need for self-actualization.

Self-actualization is the highest human need in the hierarchy, but it is also the least understood by people.

### 2.3 Employee Performance

Hasibuan [7] posits that performance can be assessed from two viewpoints: individual employee performance and organizational performance. Employee performance pertains to the results attained by people inside an organization, whereas organizational performance denotes the aggregate outcomes realized by the organization collectively. The two components are intricately linked, as the attainment of corporate objectives depends significantly on the efficient management of resources by personnel. Employees are essential contributors to achieving the organization's goals.

Employee performance indicators according to Sesilia [8] are: Loyalty, namely determination and ability to obey, implement, and practice something that is obeyed with patience and responsibility

1. Work achievement refers to the amount of work that an employee completes in order to complete the assigned tasks.
2. Obedience, which refers to the capacity of employees to adhere to all relevant laws, regulations, and official policies
3. Responsibility is the capacity of employees to complete the tasks assigned to them in a timely manner and to accept the consequences of the decisions that have been made.
4. Honesty, which is the capacity of employees to complete the tasks assigned to them in a timely manner and to willingly assume the consequences of their decisions.
5. Employee cooperation, which refers to their capacity to collaborate with others in the performance of their duties
6. Initiative, which is the capacity of employees to make decisions regarding the next steps or execute all necessary actions in the execution of the primary duties without waiting for orders from superiors.

7. Leadership is the capacity to direct others in a manner that is most effective in fulfilling their responsibilities.

From the eight performance indicators that have been stated above, it can be concluded that these indicators can be used as a measuring tool in research.

## 2.4 Job Satisfaction

According to Widodo, job satisfaction is a subjective and highly dependent concept that can refer to a person's part of the job or be a pleasant psychological condition or employee feeling [9]. The indicators of job satisfaction according to Hasibuan [10] include:

1. Loyalty

Appraisers assess employee loyalty to their roles, positions, and the organization. This loyalty is demonstrated by employees' readiness to protect and uphold the business both within and beyond the workplace against the misconduct of irresponsible individuals.

2. Ability

The appraiser evaluates the quality and amount of work that the employee is capable of doing based on the job description.

3. Honesty

The assessors evaluate the honesty of the individuals in fulfilling their responsibilities in order to satisfy the agreement for both themselves and others.

4. Creativity

The assessor evaluates the capacity of employees to cultivate their creativity in order to complete their work more effectively.

5. Leadership

The assessors evaluate the capacity to motivate others or their subordinates to work effectively, be respected, authoritative, and possess a strong personality, as well as the ability to lead.

6. Salary Level

Appraisers determine that the salary provided by the company and the salary received by employees must be equitable to the value they contribute to the company in order to foster employee satisfaction.

7. Indirect compensation

The appraiser evaluates the extent to which employees are provided with services that are both appropriate and sufficient in order to assist the company in achieving its objectives. Returning services or rewards in exchange for the energy, time, thoughts, and accomplishments that an individual has contributed to the organization.

8. Work Environment

Appraisers evaluate the extent to which a positive work environment can foster a sense of security among employees.

### 3 **Research Methods**

The study population comprises 37 employees from the Cooperatives and SMEs Office of Mamuju Regency. The census sampling approach stipulates that if the population is small, namely fewer than 100 individuals, the entire population may be utilized as the sample size for this investigation. According to this criterion, the sample size was established at 37 respondents. Upon the collection and processing of data, the subsequent step involves conducting testing through pathway analysis, an extension of regression analysis, to assess causal links among preset variables.

### 4 **Results And Discussion**

#### 4.1 **The effect of human resource development on job satisfaction**

The analysis indicates that human resource development empirically influences the enhancement of employee job satisfaction at the Cooperatives and SMEs Office of Mamuju Regency. The enhancement of human resources directly correlates with improved employee performance incentives at the Cooperatives and SMEs Office of the Mamuju Regency Cooperatives and MSMEs. This is in accordance with the theory put forward by Sutrisno [11] that human resource development can be carried out through education and training so that it can increase job satisfaction and employee performance. This is because with the development of human resources through education and training carried out by the company, it will provide job satisfaction for employees in doing work or daily tasks in the office.

Moreover, this corresponds with research findings that demonstrate when employees are afforded opportunities for development through training and education, they perceive themselves as respected and supported by their employer. This acknowledgment fosters increased drive and engagement in their roles, resulting in improved job satisfaction. The Cooperatives and SMEs Office of Mamuju Regency illustrates that investing in human resource development not only enhances employees' skills for efficient task execution but also cultivates a positive work environment, fostering a sense of achievement and alignment with organizational objectives.

The report emphasizes that human resource development fosters innovation and adaptation, equipping individuals to effectively address issues and contribute creatively to their responsibilities. This cultivates a culture of perpetual enhancement, hence augmenting morale and job satisfaction. The findings highlight the essential function of human resource development as a strategic method for enhancing employee performance and satisfaction in public sector organizations, such as the Cooperatives and SMEs Office in Mamuju Regency.

#### 4.2 The effect of work motivation on job satisfaction

The data analysis results indicate that work motivation has a favorable and significant impact on job satisfaction at the Mamuju Regency Cooperatives and MSMEs Office. Higher employee work motivation significantly enhances job satisfaction at the Mamuju Regency Cooperatives and MSMEs Office. This aligns with the premise that motivation involves providing encouragement to subordinates, enabling them to operate within established parameters to optimally achieve corporate objectives. The act of providing encouragement involves a sequence of actions that must be evaluated or executed to enhance employee motivation in alignment with the organization's established objectives. Hasibuan stated that motivation is the provision of a driving force that fosters an individual's excitement for work, hence encouraging successful collaboration and contributing to job satisfaction [12].

The results demonstrate that work motivation is crucial in influencing employee attitudes and behaviors, directly enhancing their job satisfaction. When employees experience motivation, whether organically through personal development and accomplishment or extrinsically through rewards and acknowledgment, they often possess a more favorable perspective on their tasks and duties. The Mamuju Regency Cooperatives and MSMEs Office demonstrates that motivated staff have elevated devotion and excitement in executing their responsibilities.

Moreover, motivation serves as a catalyst that connects personal aspirations with corporate aims. When leaders adeptly cultivate motivation—through the establishment of clear objectives, significant rewards, and a supportive work environment—they not only augment employee contentment but also elevate productivity and collaboration. Motivated employees are more inclined to synchronize their own goals with the organization's aim, fostering a mutually beneficial connection for both parties.

#### 4.3 The effect of human resource development on employee performance

The analytical findings demonstrate that human resource development enhances employee performance. The effectiveness of the Mamuju Regency Cooperatives and MSMEs Office is strongly linked to its ability to improve employee performance. The results of the partial test indicate that human resource development can substantially improve employee performance at the Mamuju Regency Cooperatives and MSMEs Office. This aligns with Sutrisno's idea that development is perceived as enhancing the quality of human resources via training and educational initiatives [11]. Priansa thinks that human resource development entails equipping individual personnel to undertake varied or elevated duties within the firm [13].

The findings indicate that investing in human resource development allows individuals to attain the requisite skills, knowledge, and competences for enhanced job performance. This corresponds with the strategy objective of improving organizational productivity and attaining elevated performance benchmarks at the Mamuju Regency Cooperatives and MSMEs Office. Structured training and educational programs enhance employees' ability to adapt to changing workplace demands and obstacles, hence immediately improving performance.

Human resource development cultivates a sense of empowerment in employees by equipping them to assume greater responsibilities and address more intricate tasks. Priansa (2014) asserts that this strategy not only augments individual competence but also fortifies organizational resilience by cultivating a cadre of skilled and adaptable individuals prepared to confront future difficulties. Moreover, ongoing development programs foster a culture of perpetual learning within the firm, enhancing innovation and operational efficiency.

#### **4.4 The Effect of Work Motivation on Employee Performance**

The findings of the analysis about the impact of job motivation on employee performance at the Mamuju Regency Cooperatives and MSMEs Office. This study's empirical findings indicate that work motivation significantly influences employee performance, suggesting that any enhancement in employee motivation will positively affect performance at the Mamuju Regency Cooperatives and MSMEs Office. Moreover, the findings of partial testing indicated that job motivation significantly impacts the enhancement of employee performance. This aligns with Fahmi's (2016:190) hypothesis that motivation correlates with the degree of effort exerted by an individual in achieving a goal. *Motivai* is closely related to job satisfaction and performance.

The results indicate that work motivation is a fundamental catalyst for improving employee performance. Highly motivated employees typically exert additional effort, demonstrate increased dedication, and engage with their tasks enthusiastically, resulting in enhanced performance in their roles. This corresponds with Fahmi's (2016) viewpoint, which underscores that motivation is intrinsically connected to the vigor and perseverance of an individual's efforts in attaining organizational objectives.

Motivation affects performance by fostering a positive work atmosphere in which people feel valued and acknowledged for their contributions. At the Mamuju Regency Cooperatives and MSMEs Office, motivated staff exhibit superior problem-solving skills, enhanced productivity, and a propensity to exceed fundamental duties. This not only improves individual performance but also bolsters the organization's overall efficiency and goal attainment.

The findings highlight the significance of customized motivational tactics to maintain elevated performance levels. These techniques may encompass offering incentives, articulating goals clearly, acknowledging accomplishments, and facilitating career growth chances. By addressing both internal and extrinsic motivators of employees, the firm may foster a performance-oriented culture that promotes continual progress.

#### **4.5 The effect of job satisfaction on employee performance**

The analytical results indicate that job happiness positively and significantly influences employee performance. Higher employee work satisfaction correlates with improved performance at the Mamuju Regency Cooperatives and MSMEs Office. This study demonstrated that job happiness significantly impacts employee performance enhancement. This aligns with Handoko's theory [14] that job

satisfaction is an emotional state, either positive or negative, that influences employee performance. This indicates that job satisfaction correlates positively with enhanced employee performance. The findings underscore that job satisfaction serves as a motivational factor that directly influences employee productivity and work quality. Employees that are content with their positions, work environment, and organizational regulations are more inclined to exhibit heightened commitment and productivity in their duties. The strong connection at the Mamuju Regency Cooperatives and MSMEs Office highlights the need of cultivating satisfaction to attain enhanced employee performance.

Handoko (2014) asserts that job happiness affects employees' emotional well-being and results in measurable enhancements in their performance. Content employees are more inclined to be engaged, proactive, and in harmony with business objectives. This emotional alignment establishes a positive feedback loop in which happiness enhances performance, and improved performance subsequently bolsters job satisfaction.

The study emphasizes the significance of addressing elements that influence job satisfaction, including equitable salary, acknowledgment, career advancement possibilities, supportive leadership, and a favorable work environment. By concentrating on these domains, the Mamuju Regency Cooperatives and MSMEs Office can elevate employee morale and foster a performance-driven culture.

The substantial influence of job satisfaction on employee performance underscores its essential role in organizational success. By emphasizing techniques that enhance job satisfaction, the Mamuju Regency Cooperatives and MSMEs Office may guarantee that employees remain motivated, productive, and constantly perform optimally, thus attaining both individual and group objectives.

#### **4.6 The effect of human resource development on employee performance is mediated by job satisfaction**

The results highlight the essential role of job satisfaction as a mediating element in the relationship between human resource development and employee performance. This suggests that human resource development programs enhance employees' skills and capabilities while promoting their sense of fulfillment and emotional well-being, hence facilitating improved performance. The Mamuju Regency Cooperatives and MSMEs Office underscores the importance of devising development plans that focus on both technical or professional growth and the creation of an environment that fosters job satisfaction.

Priansa's (2014) theory substantiates this concept, highlighting that developmental initiatives equip employees to assume more intricate or elevated duties. This technique augments employees' cognitive and emotional abilities, allowing them to execute their responsibilities more efficiently. As employees attain achievement and surmount problems through their acquired skills, they enjoy enhanced job satisfaction, which acts as a motivational impetus to sustain or elevate their performance.

The mediating influence of work satisfaction suggests that firms must see human resource development not in isolation but as an integral component of a holistic strategy that prioritizes employee well-being. By connecting developmental initiatives

with employee needs and goals, firms can foster a synergistic impact that enhances both job satisfaction and performance concurrently.

The mediation analysis highlights the interrelationship among human resource development, work satisfaction, and employee performance. The Mamuju Regency Cooperatives and MSMEs Office should prioritize human resource development initiatives that boost skills and job satisfaction, leading to a more motivated and high-performing personnel, thereby significantly contributing to the organization's overall success.

#### **4.7 The Effect of Work Motivation on Employee Performance through Job Satisfaction**

The relationship between human resource development, job satisfaction, and employee performance highlights the importance of a holistic approach to workforce management. When organizations like the Mamuju Regency Cooperatives and MSMEs Office invest in human resource development, they equip employees with essential skills and knowledge for success while also addressing the emotional and psychological aspects of job satisfaction. This dual effect amplifies the benefits, cultivating a more engaged and productive staff. Job satisfaction as a mediating variable signifies that the benefits of human resource development exceed simple skill enhancement. Employees who recognize support for their growth and development are more likely to feel valued and motivated, thereby cultivating a positive attitude toward their work. This enjoyment creates a ripple effect, improving collaboration, reducing attrition, and fostering corporate loyalty. Ultimately, these elements improve performance at both the individual and organizational levels.

Organizations should prioritize the implementation of inclusive, continuous human resource development programs that correspond with employee ambitions. These programs must encompass both technical skills and personal development, including leadership training, emotional intelligence courses, and avenues for job advancement. Organizations may so guarantee that their workforce remains competitive, content, and high-performing.

The findings underscore that human resource development is most efficacious when it both augments staff competencies and elevates job satisfaction. This interconnection guarantees that personnel are not only better prepared to execute their responsibilities but are also more motivated and dedicated to attaining company objectives. This strategy offers the Mamuju Regency Cooperatives and MSMEs Office a framework for enduring success via a robust and efficient workforce.

## **5 Conclusions And Suggestions**

The research findings indicate that human resource development and work motivation positively and significantly affect employee job satisfaction and performance at the Mamuju Regency Cooperatives and UMKM Office. Moreover, job satisfaction has been demonstrated to mediate the relationship between HR development and work motivation about employee performance, suggesting that enhancing HR development

and work motivation will further improve performance via job satisfaction. These results underscore the significance of HR management methods focused on competency development, motivation enhancement, and employee welfare improvement to bolster overall organizational performance.

To improve employee job satisfaction and performance, the Mamuju Regency Cooperatives and UMKM Office is advised to hold more training that is relevant to the field of work, provide opportunities for further education, and provide incentives in the form of performance allowances and awards for work achievements. Moreover, offering employees the opportunity to express ideas or initiatives, engage in career promotions, and achieve self-actualization in the workplace can enhance motivation and job satisfaction. This strategy aims to cultivate a work environment that fosters HR development and enhances employee contributions to organizational objectives.

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