

# The Influence of Employee Competency and Motivation on Performance Through Job Satisfaction as an Intervening Variable

Fahmi Salim Harahap\*, Dudung Hadiwijaya, & Priyo Susilo

Muhammadiyah Tangerang University, Tangerang, Indonesia

## Abstract

The purpose of this study is to determine the effect of employee competence, and motivation on performance, with job satisfaction as an intervening variable. This study used a quantitative–associative approach, and the data collection method used non-probability sampling techniques with purposive sampling types. Data distribution using questionnaires from Google Form to employees serving at the Directorate General of Customs and Excise of Banten Regional Office. Smart-PLS software is used to analyze the reliability of PLS-SEM-based models. Based on the results of Structural Equation Modeling (SEM) analysis and hypothesis testing in this study, conclusions were drawn. Based on the results of the tests that have been carried out, it can be concluded that; The test results prove that Motivation is proven to have a positive and significant influence on Job Satisfaction. The test results prove that Competency is proven to have a positive and significant influence on Job Satisfaction. The test results prove that Motivation is proven to have a positive and significant influence on Job Satisfaction.

*Keywords:* motivation, competence, job satisfaction, employee performance, customs

Received: 28 August 2024

Revised: 7 December 2024

Accepted: 20 December 2024

## 1. Introduction

Human resource (HR) management in the public sector, especially in the Directorate General of Customs and Excise (DJBC) in Indonesia, is a crucial aspect in achieving organizational goals (Arwianto et al., 2023). DJBC is responsible for the supervision and management of customs and excise in Indonesia, making it one of the strategic state revenue institutions. To maintain national economic stability and meet state revenue targets, the performance of DJBC employees plays a major role (Mahmud & Tesniwati, 2023). However, the challenge of managing employee performance is not easy, especially in the context of task complexity and a rapidly changing work environment.

Increasing employee performance is a crucial aspect of the success of an organization (Burhan et al., 2022). In the era of globalization and increasingly fierce competition, employee efficiency and effectiveness are the main keys to achieving organizational goals. The Directorate General of Customs and Excise (DJBC) in Indonesia, as the institution responsible for state revenues from customs and excise, plays a strategic role in supporting the country's economy (Sitompul & Nawawi, 2022). Therefore, improving the performance of DJBC employees is an important priority.

DJBC has an important role in maintaining the stability of the country's economy through the supervision and management of customs and excise (Sa'beng et al., 2021). In carrying out its functions, DJBC faces various challenges, including in terms of human resource (HR) management. The performance of DJBC employees does not only depend on technical knowledge factors but is also influenced by psychological factors such as competence, motivation, and job satisfaction.

Even though DJBC has various HR development programs, there is still a gap between these efforts and the expected results in improving employee performance. Some of the issues that are the main focus in this context are:

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\* Corresponding author.

E-mail address: [harahap.fs90@gmail.com](mailto:harahap.fs90@gmail.com)

DJBC employees require high technical skills and knowledge in dealing with the dynamics of complex customs and excise regulations. However, there is often a gap between the need for technical competence and the abilities possessed by employees. This can be caused by a lack of appropriate training, lack of access to the latest information, or problems in the employee recruitment and selection process.

The competency level of DJBC employees is the main consideration in assessing performance quality. Technical competence related to customs and excise knowledge, as well as analytical skills, are crucial in carrying out daily tasks. However, apart from technical competency, non-technical competency aspects such as communication skills, leadership, and teamwork are also very important in achieving optimal performance.

Work motivation is the main driver of employee performance. However, at DJBC, there are problems in maintaining high and consistent work motivation. Factors such as lack of recognition for contributions, unclear career development opportunities, and excessive workload are often the causes of low employee motivation.

Motivation is an internal factor that encourages employees to achieve individual and organizational goals. A high level of motivation can influence employee morale and dedication in carrying out their duties (Lamawuran et al., 2023). However, in the DJBC context, problems such as lack of recognition, lack of career development opportunities, and excessive workload can become obstacles to increasing employee motivation.

Job satisfaction is an important indicator of employee psychological well-being. Employees who are satisfied with their work tend to be more productive, contribute more, and stay in the organization longer. However, in the DJBC context, factors such as lack of appreciation, role ambiguity, and lack of opportunity to participate in decision-making can reduce the level of job satisfaction.

The level of job satisfaction of DJBC employees does not always reach the expected standards. Several factors such as lack of recognition for achievements, unclear roles, and lack of opportunities to participate in organizational decision making can reduce the level of job satisfaction. This has the potential to trigger a decrease in motivation and productivity.

Although there have been several studies conducted in the context of HR management in the public and customs sectors, there have been no studies that specifically examine the relationship between competence, work motivation, job satisfaction, and performance of DJBC employees in a comprehensive manner. Therefore, this research will fill this gap in the literature by analyzing the factors that influence the performance of DJBC employees through a competency approach, work motivation, and job satisfaction.

This research has high urgency because the results can be a basis for DJBC management in designing more effective HR development policies and programs. By better understanding the factors that influence employee performance, DJBC can take concrete steps to improve the quality of human resources and better achieve organizational goals.

It is hoped that the results of this research will provide significant benefits, both for DJBC and for further research in the field of HR management. Specifically, the expected benefits include:

- a. Provide a better understanding of the factors that influence the performance of DJBC employees.
- b. Provide recommendations for DJBC management in designing more effective HR development programs.
- c. Becomes the basis for further research in the field of HR management in the context of similar organizations.

To improve the performance of DJBC employees, it is important to pay attention to factors such as competency, work motivation, and job satisfaction. By understanding the relationship between these factors, DJBC can take strategic steps in HR management that can support the achievement of organizational goals more effectively and efficiently. Therefore, this research aims to fill the gap in the literature by analyzing the relationship between competence, work motivation, job satisfaction, and DJBC employee performance.

## **2. Literature Review**

### *2.1. Motivation*

Motivation is encouragement or inspiration that can provide enthusiasm or a reason for someone to do something. Motivation is a force that exists within humans, which can be developed by oneself or developed by external forces, which in essence can influence oneself positively or negatively depending on the situation or conditions faced (Uno, 2023).

Employee work motivation is influenced by physical needs, the need for security, safety, social needs, the need for self-esteem, and the need for self-realization (Herlianto et al., 2018). Then these factors are reduced to indicators to determine the level of employee work motivation, namely (Herlianto et al., 2018):

- a. Physical needs The need for food, drink, and physical protection. These needs are the lowest level needs also called basic level needs.
- b. The need for security The need for protection from threats of danger, conflict, and the environment, not only in a physical sense but also mentally, psychologically, and intellectually.

Social needs The need to feel a sense of belonging, namely the need to be accepted in a group, affiliate, interact, and the need to love and be loved.

## 2.2. Competence

Competencies are the basic characteristics of a person that enable them to exert superior performance in their work. Defining that a competent person is a person who, with his skills, does work easily, quickly, intuitively, and very rarely or never makes mistakes (Manik & Syafrina, 2018).

According to the Decree of the Head of the State Civil Service Agency Number 46 A of 2003, it is stated that competence consists of (Kepala, 2003):

- a. Knowledge (Knowledge)

Information that an employee has to carry out their duties and responsibilities by the field they are involved in (certain), for example in the field of sports. Employee knowledge also determines the success or failure of carrying out the tasks assigned to them. Employees who have sufficient knowledge will increase organizational efficiency.

- b. Skills (Skills)

An effort to carry out the duties and responsibilities given by the organization to an employee well and optimally, for example, a tour guide. Apart from employee knowledge and abilities, the most important thing to pay attention to is employee behavior.

- c. Attitude (Attitude)

The pattern of behavior of an employee in carrying out his duties and responsibilities is following regulations in government organizations. If employees have the characteristics to support the organization's achievements, then automatically all tasks assigned to them will be carried out as well as possible. Knowledge, skill, and attitude competencies tend to be more visible and relatively on the surface as characteristics possessed by humans. Thus, it can be concluded that competence is the ability and willingness to carry out a task with effective and efficient performance to achieve organizational goals.

## 2.3. Job Satisfaction

Job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters involving physical and psychological factors (Andriany, 2019).

The job satisfaction indicators include, among others ( Afandi, 2018) :

- a. Work

Does the content of the work someone does have satisfying elements?

- b. Wages

The amount of payment a person receives as a result of carrying out work is following the needs that are felt to be fair.

- c. Promotion

The possibility that someone can develop through promotion.

d. Supervisor

Someone who always gives orders or instructions in carrying out work

e. Work colleague

Colleagues who help each other in completing work.

#### 2.4. Employee Performance

Employee performance is one of the determining factors for the success of a company or organization in achieving its goals. For this reason, employee performance must receive attention from company/organization leaders, because declining employee performance can affect the overall performance of the organization.

Employee performance has indicators that are used to assess it. According to Mangkunegara, employee performance indicators include (Mangkunegara & Agustine, 2016):

a. Quality

Work quality is how well an employee does what he is supposed to do.

b. Quantity

Work quantity is how long an employee works in one day. This work quantity can be seen from the work speed of each employee.

c. Implementation of Tasks

Task execution is the extent to which employees can carry out their work accurately and without errors.

d. Responsibility

Responsibility for work is awareness of the employee's obligations to carry out the work assigned by the company.

### 3. Research Method and Materials

According to Sugiyono, research methods are a scientific way to obtain data with specific purposes and uses (Sugiyono, 2019). When conducting research, you should first determine the research method that is appropriate to the research being studied.

According to Sekaran and Bougie, research design is the part that describes the framework for solving the problem being studied. This section is very important for researchers to pay attention to because it is closely related to the characteristics of the research. The research design is a kind of guideline (blueprint) for collecting data, measuring tools, and using appropriate analytical tools to answer the research questions posed previously. The researcher's knowledge certainly plays a very important role in determining the research design because the topic that will be researched is very related to the field of expertise.

The purpose of a design or research design is so that the research process can run smoothly and can produce a planned research and good logic can be obtained in testing and conclusions. A good research design or plan will be able to translate scientific models into things that are easily understood by all parties who need the research information. Without a research design, it will be difficult for researchers to research an existing problem or phenomenon.

This research uses an associative research design with a quantitative approach, associative design is used in research to analyze allegations of whether or not there is a significant relationship between two or more variables (Sugiyono, 2019) objective research approach, including collecting and analyzing quantitative data and using statistical testing methods.

According to Hair et al. If the sample size is too large, it will make it difficult to obtain a suitable model, and it is recommended that an appropriate sample size be between 100-200 respondents so that interpretation estimates can be used using the Structural Equation Model (SEM) (Hair Jr et al., 2021). For this reason, the number of samples will be determined based on the results of the minimum sample calculation. Determination of the minimum sample size for SEM According to Hair et al . (2021), as a general rule, the minimum sample size is at least five times larger than the

number of question items to be analyzed. Based on the theory put forward by Hair et al. (2021), the author decided the sample size was:

$$(\text{Number of indicators} + \text{number of latent variables}) \times (5 \text{ to } 10 \text{ times})$$

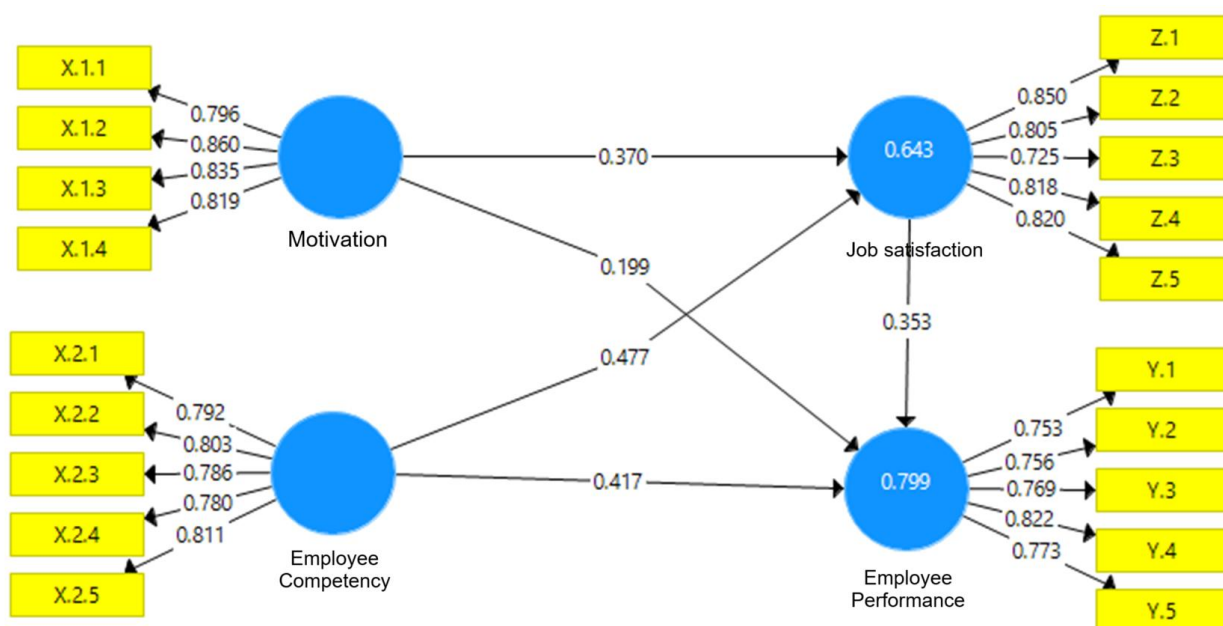
Based on these guidelines, the maximum sample size for this research is:

$$\text{Maximal sample} = (17 + 4) \times 10 = 230 \text{ respondents.}$$

## 4. Results and Discussion

### 4.1. Testing Research Instruments

#### 4.1.1. Convergent Validity



**Figure 1.** Model Analysis Test

Convergent validity is a method used to find out how much correlation a statement has with its construct. To find out convergent validity, you can measure the loading factor, commonality, and Average Variance Extracted (AVE) values. The standard used to assess convergent validity is "loading factor > 0.7, commonality > 0.5, and Average Variance Extracted (AVE) > 0.5" (Hair Jr et al., 2021).

convergent validity analysis in Figure 1, it can be concluded that all indicators of each construct have a loading factor value of > 0.7, and in Table 1 it can be seen that the AVE value is > 0.5, so it can be said that the instrument used in this research has met the convergent validity criteria.

**Table 1.** Average Variance Extracted

	Average Variance Extracted (AVE)
Job satisfaction	0.647
Employee Performance	0.601
Employee Competency	0.631
Motivation	0.685

#### 4.1.2. Discriminant Validity

Discriminant validity is a way of assessing how different a construct is from other constructs, which can be determined by comparing the AVE value of the two constructs with the squared value of the correlation between the

two constructs being tested. Discriminant validity can be seen from the *cross-loading value* with the construct, each indicator in a construct has differences from indicators in other constructs which can be shown by a higher loading value than the construct itself ( Gefen and Straub, 2005).

**Table 2.** Cross Loading

	<b>Job satisfaction</b>	<b>Motivation</b>	<b>Employee Performance</b>	<b>Employee Competency</b>
X1.1	0.881	0.76	0.805	0.763
X1.2	0.873	0.771	0.809	0.757
X1.3	0.85	0.724	0.761	0.732
X1.4	0.866	0.781	0.796	0.753
X1.5	0.873	0.774	0.817	0.77
X2.1	0.75	0.86	0.777	0.746
X2.2	0.769	0.875	0.778	0.767
X2.3	0.761	0.88	0.778	0.738
X2.4	0.764	0.854	0.783	0.741
X3.1	0.799	0.746	0.857	0.758
X3.2	0.777	0.75	0.839	0.736
X3.3	0.78	0.758	0.862	0.741
X3.4	0.792	0.813	0.871	0.77
X3.5	0.786	0.782	0.854	0.783
X4.1	0.777	0.762	0.777	0.895
X4.2	0.762	0.756	0.765	0.882
X4.3	0.772	0.776	0.81	0.883

*4.2. Reliability Test*

Reliability testing is intended to determine the accuracy, consistency, and precision of measuring instruments for measuring data (Hair et al., 2010). Reliability testing can also use the results of Cronbach alpha values and composite reliability values. According to Chin in Jogiyanto (2011), Cronbach alpha functions to determine the lower limit of the reliability value of a construct, while composite reliability is used to determine the actual reliability value of a construct. "The composite reliability value and Cronbach alpha value for each construct must be greater than 0.7, although a value of 0.6 is still acceptable" (Hair et al., 2010).

**Table 3.** Reliability Test

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>
Job satisfaction	0.919	0.939
Employee Performance	0.909	0.932
Employee Competency	0.864	0.917
Motivation	0.89	0.924

*4.3. Fit Models*

Used to find out whether the model we are studying is good or not. The values of the Fit Model which have been processed with data using smart PLS 3.0 shown on Table 4.

From the data on Table 4, it can be seen that the NFI value is above 0.9, meaning the model is good. Apart from the NFI value, the SRMR value is below 0.08, which also means the model used is good.

**Table 4.** Model Fit

	<b>Saturated Model</b>	<b>Estimated Model</b>
SUMMER	0.032	0.032
NFI	0.902	0.902

#### 4.4. Hypothesis testing

##### 4.4.1. R Square

The R<sup>2</sup> value reflects the level of variation in changes in the independent variable towards the dependent variable. A higher R<sup>2</sup> value indicates that the research prediction model proposed is getting better, but the main parameter is the basic theoretical relationship.

**Table 5.** R Square

	<b>R Square</b>	<b>R Square Adjusted</b>
Job satisfaction	0.897	0.896
Employee Performance	0.855	0.845

The R Square value of the joint or simultaneous influence of motivation and competency variables on job satisfaction is 0.897 with an adjusted r square value of 0.896. So, it can be explained that all exogenous constructs simultaneously influence Job Satisfaction by 0.897 or 89.7%. Because the Adjusted R Square is 89.7%, the influence of the exogenous constructs of motivation and competence On job satisfaction including Very Strong.

The R Square value of the influence of job satisfaction on employee performance is 0.855 with an adjusted r square value of 0.845. So, it can be explained that all exogenous constructs simultaneously influence employee performance by 0.855 or 85.5%. Because the Adjusted R Square is 84.5%, the influence of the exogenous construct of job satisfaction on employee performance is very strong.

**Table 6.** T Test

	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
Job Satisfaction -> Employee Performance	0.919	77,942	0
Employee Competency -> Job Satisfaction	0.438	9,534	0
Motivation -> Job Satisfaction	0.5	10.84	0

Hypothesis 1 tests the effect of motivation on job satisfaction. The test results show that the beta coefficient value is 0.5 and the T statistics is 10.84. From these results, it is stated that the t-statistic is significant. because it is >1.96 with a p-value <0.05 so the first hypothesis is accepted. This proves that motivation has a positive influence on job satisfaction.

Hypothesis 2 tests the effect of competence on job satisfaction. The test results show that the beta coefficient value is 0.438 and the T statistics is 9.534. From these results, it is stated that the t-statistic is significant. because it is >1.96 with a p-value <0.05 so the second hypothesis is accepted. This proves that competency has a positive influence on job satisfaction.

Hypothesis 3 tests the effect of job satisfaction on employee performance. The test results show that the beta coefficient value is 0.919 and the T statistics is 77.942. From these results, it is stated that the t-statistic is significant. because it is >1.96 with a p-value <0.05 so the third hypothesis is accepted. This proves that job satisfaction has a positive influence on employee performance.

##### 4.4.2. Indirect Influence

Indirect effects are the indirect influence of a construct or exogenous latent variable on an endogenous latent variable through an endogenous intermediary variable.

**Table 7. T Test**

	<b>Original Sample (O)</b>	<b>T Statistics (O/STDEV)</b>	<b>P Values</b>
Employee Competency -> Job Satisfaction -> Employee Performance	0.159	3,493	0.001
Motivation -> Job Satisfaction -> Employee Performance	0.184	3,583	0

From the data above, it can be seen that the indirect influence of Employee Competency on Employee Performance through Job Satisfaction has a beta coefficient of 0.159 with a T statistics value of 3.493. The significance value is 0.001. It can be concluded that the indirect influence of Employee Competency through Job Satisfaction on Employee Performance is significant.

It can be seen that the indirect effect of motivation on employee performance through job satisfaction has a beta coefficient of 0.184 with a T statistics value of 3.583 and a significance value of 0. From these results, it is stated that the t-statistics are significant. because it is  $>1.96$  with a p-value  $<0.05$  so the indirect effect of the Motivation variable on Employee Performance through Job Satisfaction is significant.

## 5. Conclusion

Based on the results of the tests that have been carried out, it can be concluded that; (1) the test results prove that motivation has a positive and significant influence on job satisfaction. This concludes that increasing employee motivation will also increase employee job satisfaction at DJBC Banten, (2) the test results prove that Competency is proven to have a positive and significant influence on Job Satisfaction. This concludes that increasing employee competency will also increase employee job satisfaction at DJBC Banten, (3) the test results prove that motivation is proven to have a positive and significant influence on employee performance. This concludes that increasing employee motivation will also improve employee performance at DJBC Banten. (4) the test results prove that Competency is proven to have a positive and significant influence on Employee Performance. This concludes that increasing employee competency will also improve employee performance at DJBC Banten.

Furthermore, the test results prove that Job Satisfaction is proven to have a positive and significant influence on Employee Performance. This concludes that increasing employee job satisfaction will also improve employee performance at DJBC Banten.

The test results prove that it can be concluded that the indirect influence of Employee Competency through Job Satisfaction on Employee Performance is significant. Finally, the test results prove that the indirect influence of the Motivation variable on Employee Performance through Job Satisfaction is significant.

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