WORK MOTIVATION, JOB SATISFACTION, AND WORK PERFORMANCE OF BANANA PLANTATION EMPLOYEES

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ABSTRACT

The researchers investigated the correlation between work motivation, job satisfaction, and performance of banana plantation employees. The researchers selected 127 banana plantation field workers as respondents. They were from the ANFLO banana plantation located in Brgy. Taytayan, Cateel, Davao Oriental. The study adopted a quantitative descriptive correlational research design. The level of work motivation of banana plantation employees in terms of intrinsic motivation gained a grand mean of 3.98 or high, and extrinsic motivation yielded a grand mean of 3.50 or high. It was also found that the level of work performance of banana plantation employees in terms of task performance earned a grand mean of 3.89 or high, contextual performance yielded 3.3 or high, and counterproductive behavior yielded 3.49 or high. The level of compensation and welfare benefits was high, which meant that when the employees were highly satisfied with the pay their management provided, their work motivation was higher. To enhance the quality of the work performance of the workers, the managers or employers have to establish and nourish their extrinsic motivation.

Keyword: *Work motivation, job satisfaction, work performance, banana plantation, descriptive-correlational*

1. INTRODUCTION

Goals for a dynamic and demanding business include employee work motivation and job satisfaction. In today's dynamic workplace, it has been significantly more challenging. A company is a wonderful workplace that meets employees' expectations and inspires them to accomplish their goals (Sinha & Vispute, 2022). The most crucial component of a corporation is its human resources. Its responsibility is to guarantee that the staff meets the highest standards of competence, effectiveness, and corporate integrity (ILO, 2021). The importance of demonstrating how the implementation of strong human resources practices contributes to improved organizational performance, according to O'Riordan (2017), is a persistent difficulty for human resources. Kapoor (2022) added that managing human resources entails creating and overseeing initiatives to boost an organization's or company's productivity. It covers the full range of developing, managing, and maintaining the connection between employers and employees (HLN, 2021).

Wang et al. (2021) discovered that human capital benefits company performance. Therefore, employee motivation and satisfaction will result in consumer satisfaction, subsequently improving business performance.

The primary focus of the service sector is maintaining employee motivation, whether they are skilled, professional, or unskilled (OECD/ILO, 2017).

Motivation significantly and favorably impacts job satisfaction (Nurdiansyah et al., 2020). Employees' productivity levels can be increased when they have favorable psychological traits that help the organization achieve its objectives (Ghaffari et al., 2017). The desire to execute tasks joyfully comes from within the workforce, which can improve employees' capacity to provide solutions for the business (Shah et al., 2016). When employees are motivated to work hard, they may also want to improve the work they have already done (Ali et al., 2018).

Employee output is the work produced by an employee or a condition as determined by the amount of work done on the job following the association's duties (Ramli, 2019). Employee performance is affected by various personal traits unique to each person (Aryanta et al., 2019). There has been a lot of interest in and discussion surrounding the connection between job gathering and performance satisfaction. A corporation employs performance expectations as one goal while reviewing its work (Takaya et al., 2019; Mariam & Ramli, 2019; Ghazmahadi et al., 2020). An employee who behaves well with his performance will like working and want to improve organizational work (Wu et al., 2013). Organizational treatment, including financial performance, service performance, and employee behavior performance, have a good relationship with work expectations (Mariam & Ramli, 2020; Chandra et al., 2019). How a person pays attention to, considers, and becomes animated about their obligations is connected to their level of job satisfaction (Ali et al., 2018).

` Thus, the researchers were challenged to inquire about the correlation between work motivation, job satisfaction, and performance of banana plantation employees. The independent variable is work motivation, measured with intrinsic and extrinsic motivation. Job satisfaction is the dependent variable with compensation and welfare benefits, work environment, career advancement, and leadership style. The dependent variable is work performance measured with task performance, contextual performance, and counterproductive behavior.

This study focused on the significant relationship between work motivation, job satisfaction, and work performance of banana plantation employees. As Cateel belongs in a rural area, the researchers wanted to find out if there is empirical application of this type of management strategy. The outcome of this study provided relevant data or information on the importance of work motivation and job satisfaction of the employees as a factor towards companies' success. Moreover, the study was useful in the field of human resource management of different micro or huge business industries.

1.2 Statement of the Problem

The study aimed to determine a relationship between work motivation, job satisfaction, and work performance of banana plantation employees. Specifically, it sought to answer the following question:

1.What is the level of work motivation of banana plantation employees in terms of:

1.1 Intrinsic motivation; and

1.2 Extrinsic motivation?

2.What is the level of job satisfaction of banana plantation employees in terms of:

2.1. Compensation and welfare benefits;

2.2. Work environment;

2.3. Career advancement; and

2.4 Leadership style?

3.What is the level of work performance of banana plantation employees in terms of:

3.1. Task performance;

3.2. Contextual performance; and

3.3. Counterproductive work behavior?

4. Is there a significant difference in work motivation of banana plantation employees in terms of:

4.1. Intrinsic motivation; and

4.2. Extrinsic motivation?

5. Is there a significant difference in job satisfaction of banana plantation employees in terms of:

5.1. Compensation and welfare benefits;

5.2. Work environment;

5.3. Career advancement; and

5.4. Leadership style?

6. Is there a significant difference work performance of banana plantation employees in terms of:

6.1. Task performance;

6.2. Contextual performance; and

6.3. Counterproductive work behavior?

7. Is there a significant relationship between work motivation and job satisfaction in the work performance of banana plantation employees?

1.2 Scope and Limitation

This study was conducted primarily to identify the significant relationship between work motivation and job satisfaction of banana plantation employees in Cateel.

The researchers utilized quantitative descriptive-correlational as the design of the study. This means the paper sought to determine the relationship between work motivation, job satisfaction, and performance of banana plantation employees. The data have been collected using an adopted survey questionnaire. The researcher selected 127 banana plantation field workers as respondents. They are from the ANFLO banana plantation located in Brgy. Taytayan,

Cateel, Davao Oriental. The sample size of the population was calculated using Slovin's formula. The study commences from November to December 2023.

1.3 Conceptual Framework

From the perspective of Sulaiman, Jailani, Saari, Abdin, Abidin, Norizan, and Zolkapli (2022) they suggest that among the essential qualities that employees want in a career are motivation at work and achieving a high level of job satisfaction in the desired profession. The company's performance will improve if the employees actively inspire and gratify their work. However, achieving and sustaining high employee engagement and productivity levels is challenging.

Employees with strong work motivation will be able to contribute the most to the organization by doing their duties to the best of their abilities, and the successful outcomes attained will make their work satisfying (Jouany & Martic, 2022).

The achievement of organizational goals is encouraged by employee loyalty and job satisfaction (Stráovská & Sulková, 2019). This claim supports Rahman, Fatema, and Ali's (2019) argument that intrinsic or extrinsic motivational and job satisfaction variables are necessary for productivity. Individual performance, interpersonal connections at work, absenteeism, and organizational variations are all highly impacted by job happiness. Employees who are happy with their jobs exhibit positive attitudes and perform better, positively impacting their happiness. They are more loyal and engaged in their jobs.

Work motivation

Motivation can be defined as goal-directed behavior (Hommel, 2022). He is motivated when a person anticipates achieving a specific objective due to certain behaviors. It is an activating, directed process that controls the selection and strength of the implementation of behavioral tendencies (Baumeister, 2016), and it is also a force that enables an individual to act in the direction of a specific purpose. When we dip into this reservoir of energy, motivation provides the person with the drive and direction needed to interact with the environment in an adaptive, open-ended, and problem-solving manner (Reeve, 2015).

Motivation is complex and encompasses many factors, such as drives, desires, needs, and wishes (Sai, 2022). Managers are responsible for inspiring employees by fostering a participatory culture within their firms. In some aspects, the hierarchy of wants, needs, and gratifications needs to be more concise (Curtin, 2022).

Effective employee incentive programs will aid the firm and all organizations in realizing their full potential and create positive workplace cultures as they accomplish their goals (Wong, 2020). In the study of Thang & Nghi (2022), they concur that a company must give its employees the motivation and encouragement they need to succeed in their professional activities if it is to

fulfill its goals.

Work motivation is an important driver for organizational success since it increases employees' effective performance. Employers rely on employees' performance to meet their firm's goals (Vo et al., 2022). Despite their competence, employees who could be more appropriately driven perform better. As a result, employers require their employees to work with total drive rather than simply turning up at their jobs (Mamun & Khan, 2020). Work motivation continues to be an important issue in organizational psychology since it helps explain the causes of individual behavior in companies (Shkoler & Kimura, 2020). As a result, research on the factors that promote work motivation can contribute to the theoretical underpinnings of individual and practical social conditions that optimize individuals' performance and wellness (Boye et al., 2016).

Intrinsic motivation

Intrinsic motivation can stem from various factors, such as a desire to satisfy management, enhance a specific talent, or continue the company's objective. Because of intrinsic motivation, personal growth goals are vital for successful performance management (Florina et al., 2022). Intrinsic motivators are more psychological than

extrinsic motivators since they come from within. Some experts say intrinsic motivation is the only motivation leading to genuine success (Legault, 2016). Naturally motivated employees are more likely to perform effectively and advance in their careers. Extrinsic motivators are usually monetary or material. They typically take the shape of higher pay, a bonus, a company automobile, or a promotion (Kumari et al., 2021).

As you can see, these benefits are unrelated to the labor itself. It should also be noted that someone, like the employee's management, usually selects an extrinsic reward. Workplace motivation has become one of businesses' and managers' most pressing global concerns (Manzoor et al., 2021).

Engaging in already rewarding or enjoyable conduct is referred to as having intrinsic motivation. In other words, actions driven by intrinsic motivation are not dependent on any results independent of the behavior itself. Instead, the methods and the end are the same (Legault, 2020).

According to Locke & Schattke (2019), intrinsic motivation should be limited to liking or wanting an activity for its own sake, independent of any particular outcome level. The fun is in the doing, which can be either passive or active. An illustration of the more passive type can be found in the realm of art, where the enjoyment comes from contemplating or experiencing the artwork (defined broadly to embrace all of its forms, e.g., music, literature, TV, movies, shows, and the like) (Yarborough & Fedesco, 2020). Active intrinsic motivation refers to the preference for a certain line of work or duties, such as sales, analysis, invention, computing, programming, coordination, management, experimentation, problem-solving, or acting (Fischer et al., 2019).

Extrinsic motivation. Extrinsic motivation is a construct that pertains to an activity performed to attain some separable outcome instead of engaging in an activity simply for its instrumental value (Zeng et al., 2022).

One of the elements influencing an employee's extrinsic motivation is financial compensation, which can raise job engagement. Work engagement benefits from extrinsic motivational elements like career planning and performance appraisal (Wellness, 2019). According to recent studies, extrinsic motivation does not have the same favorable effects on work engagement as intrinsic motivation (Fischer et al., 2019). Seventy-seven characteristics, including age and job satisfaction, were identified by a comprehensive evaluation of studies on work engagement in nursing practice in 2016 (Keyko et al., 2016).

Extrinsic motivation occurs when a person's motivation comes from somewhere other than oneself (Siyuan et al., 2020). Sennett (2021) defines extrinsic motivation as when an individual completes a task or exhibits behavior in response to external variables, such as avoiding punishment or receiving a reward. Money and grades are examples of external or external motivators. These incentives provide fulfillment and pleasure that employment does not. Extrinsically driven persons will work on a task even if they are uninterested in it because they anticipate gaining gratification from a reward (Siyuan et al., 2020). (Meadows-Fernandez, 2018). The advantages could range from anything as simple as a smile to something as substantial as celebrity or money. For example, an extrinsically driven person who dislikes mathematics may work diligently on a math equation because he desires the prize for completing it. In the case of a student, a good grade on an assignment or class would be the reward (Krugman, 2021).

Job satisfaction

The way a worker executes his or her duties is greatly influenced by job satisfaction. Both factors affect worker perceptions of job safety. A happy employee is more committed to his work, delivers greater results, and shows self- and other care (Dziuba et al., 2020).

In production, the employee is crucial in achieving the enterprise's objective and vision (Periyasamy, 2020). To guarantee both the quantity and quality of their work, employees must meet the company's performance standards (Fisic, 2022). Employees require a work environment that allows them to work freely and is free from obstacles that can prevent them from achieving their full potential to achieve organizational standards (Raziq & Maulabakhsh, 2015).

Each person uses a different set of indicators to gauge their job happiness. It is influenced by management style, remuneration, working conditions, schedule, perks, stress level, and flexibility (Davidescu et al., 2020). Abuhashesh et al. (2019) state that job satisfaction affects employees' professional and personal lives. Productivity, motivation, work performance, and life satisfaction are all related to job satisfaction.

Compensation and welfare benefits. Developing and implementing strategic human resources plans, including providing a compensation and benefits package that satisfies employees (Dessler, 2019) and motivates them to go above and beyond for the organization, are necessary to have the best employees possible. Before creating a pay plan, many other factors must be considered, including unions, equity, company strategy, and current laws (Proctor, 2020). In addition, the employer must consider additional aspects, such as whether the employees would prefer a greater wage or more benefits (ILO, 2022).

A survey by the SHRM (2018) revealed significant correlations between pay and benefits and job satisfaction, with 92% of respondents implying that pay and benefits were essential to their job satisfaction. The survey also revealed significant correlations between pay and benefits and employee retention, with 29% of respondents indicating that the package of pay and benefits offered would influence their decision to look for another job and 32% stating that the reason they loved working for the company was due to the pay and benefits offered.

Benefits impact employees' welfare and financial well-being because they make up a significant portion of their overall remuneration (Kristal, 2017). Most employees would only continue working if doing so may boost the company's performance. Another choice would be to select positions the employee finds enjoyable but unnecessary for the community (Lazear, 2018).

According to research from the Gallup Institute, only 15% of employees are engaged internationally, with the other 85% either not engaged or idle (Endri et al., 2021). As a result, the organization will not be able to fulfill its objective and vision, which could result in a significant financial loss (Ryba, 2021). Active employee participation in the company's activities should be encouraged to give job satisfaction and motivation per employee expectations. This will lead to a high level of love for work and optimal performance attainment (Bourne, 2021).

An additional study by Eneizan et al. (2021) discovered that rewarding and compensating employees will increase job satisfaction. As previously mentioned, research has demonstrated a strong link between motivation and job happiness (Varma, 2017).

Motivation is key to achieving concrete goals, a crucial component of human resources, and a central concern in behavioral sciences (Amollo, 2021). Numerous scholars and managers have gone to great lengths on the aspects that influence job happiness and motivation. According to Vavra et al. (2021), motivation is the propensity to work effectively and complete goals and needs. In comparison, Hitka et al. (2021) assert that motivation is an internal force that may be exploited to achieve both corporate and personal goals.

Work environment. The environment of the workplace significantly influences how each person behaves. As a result, the workplace's effectiveness impacts how motivated and productive individuals are and how effectively and efficiently they perform (Zhenjing et al., 2022). Workplace environment characteristics impact employees' willingness to remain motivated, innovative, involved with coworkers, and devoted to their jobs (Hafeez et al., 2019). Some experts claim that this aspect of the workplace environment relationship has positive and negative effects (Purity et al., 2017).

The working environment is one of the most important elements affecting employee performance in an organization (Hafee et al., 2019). In today's cutthroat corporate environment, financial incentives alone are insufficient to encourage individuals to perform at higher levels (Torlak & Kuzey, 2019).

Furthermore, Massoud and Hamdi (2017) stated that employee withdrawal is increasing and that it is becoming increasingly important to make the work environment significantly impact the workforce. More substantial remuneration and pay benefits are the most likely method to attract workers. However, the physical work environment climate can impact an organization's ability to recruit and retain skilled personnel. Understanding workplace and worker productivity cannot be overstated or viewed as an exaggeration in any firm. A helpless workplace will see that employees' fitness does not affect productivity.

Physical safety is implied by well-being. According to the business term reference, security alludes to a relative opportunity from risk, danger, or danger of damage, hurt, or misfortune to the workforce and property, regardless of whether caused purposely or unintentionally. It is the state of being safe from harm or danger. Bakker and Dollard (2010) developed a work environment psychosocial security atmosphere (PSC) model to validate the causes of employee commitment and laborer mental well-being. According to Dollard and Bakker (2010), psychosocial well-being exists when a person is free of mental and social danger. Work commitment will increase in an organization that promotes psychosocial well-being.

Workplace well-being depicts the ways and methodologies put in place to ensure the safety and well-being of individuals. It incorporates threat identification and control following government guidelines and progressing security planning and training for workers. Workplace well-being entails developing methods and maintaining crisis materials readily available for use by workers and directors while on the job. Organizations are genuinely accountable for establishing and maintaining a workplace where people can work safely, without risk to their bodily and mental well-being, and with government aid. Employees are also required to: follow any authoritative prerequisites, hierarchical approaches, and procedures; work following agreed-upon safe work practices; and use all ways provided to safeguard their well-being and security. One of the most important aspects of well-being is that the organization should provide care and support to its employees. Direct leaders must also deal with their staff.

Career Advancement. A set of emotions characterize the human element, and complaints expressed in various ways reflect on the organization's business performance. These factors all relate to the importance of career path planning, which is related to the behaviors of various business organizations (Barsade & O'Neill, 2016). It also correlates with the human element, which is thought to be the most important, complex production factor (Obeidat et al., 2018). Because each person's interests, commitment, and seriousness at work varies from person to person and occasionally due to differences in their motivations, needs, and cultures, career path planning helps to motivate individuals and direct them down the appropriate path that benefits the organization and its objectives (Al Omari et al., 2020).

Employee engagement often increases when they feel that their employer cares about their development and offers opportunities to pursue personal and professional objectives while advancing the company's mission (SHRM, 2022). A career development path allows people to continuously enhance their skills, which can lead to progress, promotions, and changes in their current position (Meyer, 2019). Implementing career paths may directly impact the entire organization by improving morale, career satisfaction, motivation, productivity, and responsiveness in meeting departmental and corporate goals (Sturgess, 2017).

Leadership style. According to Chaitali (2019), there are various kinds of leadership. Authoritarian (autocratic), participative (democratic), delegation (laissez-faire), transformational, transactional, and situational are some of the most extensively debated. Leadership styles are the distinctive actions of a leader while leading, motivating, guiding, and managing groups of people (Schooley, 2019).

Great leaders can inspire political movements and social transformation. They can inspire others to excel, develop, and innovate (Prasad, 2021). When you consider some of the people you consider exceptional leaders, you will notice that there are typically significant variances in how each person leads (Price-Dowd, 2020).

It should be noted that strong leadership practices allow firms to integrate exchange and utilize knowledge in novel ways (Son et al., 2020). Veliu et al. (2017) emphasize how leaders can engage one-on-one with each member to develop a partnership with them rather than favoring one person over the other. According to Ezenwa (2020), when employees are in a scenario where their relationship with their boss is of excellent quality, they prefer uncluttered communication with their supervisor. This exposes them to the necessary information to be efficient and effective in their job duties (Kyei-Frimpong et al., 2022).

Work Performance

The most significant and most researched factor in organizational behavior and industrial management is likely work performance (Carpini et al., 2017). It can be described as an individual's behavior—something they do and can see—that adds value to the organization and advances its objectives (Campbell & Wiernik, 2015).

Per prior studies, achieving optimum individual performance boosts an organization's profitability and promotes corporate success (Osborne & Hammoud, 2017). However, poor work performance is frequently linked to poorer production levels, profitability, and organizational effectiveness (Henley, 2020). Therefore, it is essential to pinpoint various factors that can have a positive impact on job performance in order to enhance it. Though it is one of the most studied, the study of variable job performance has yet to reach a theoretically mature stage, despite appearances (Campbell & Wiernik, 2015). There have been relatively few systematic attempts to describe the nature of work performance fully, and even fewer studies have pinpointed the mechanisms through which specific behaviors can add value to an organization (Carpini et al., 2017). In this regard, prior research has

acknowledged that employee perceptions of their jobs significantly impact job performance (Muñoz Medina et al., 2022). As a result, managers in the industrial sector should try to improve job performance by emphasizing people more than tasks and fostering a supportive and collaborative work environment (Ryba, 2020).

Task performance. The agreement to carry out a task within the terms of a contract between a manager and a subordinate or an employer and an employee is known as task performance (Pradhan & Jena, 2016). According to Hetland et al. (2022), task performance refers to an employee's ability to effectively carry out the duties and obligations of the relevant function as outlined in the job description. Task performance is based on the employee's ability to do so. In other words, it concerns how well and successfully the personnel carry out their duties. Therefore, how well employees perform their tasks affects all aspects of the business, including production, efficiency, and productivity (Saleh, 2022). In the eyes of the employee, task performance relates to acts that are "expected, evaluated, and rewarded" (Wickham, 2022).

A precise and reliable job description will increase, and an unclear job description will lower the quality of the performance assessment (Rose, 2021). Professional competence, clear job descriptions, a suitable working environment, and moral qualities are important for high task performance (Herrity, 2022).

Employees are always aware of how they appear to be performing. However, they perform various other duties for the company during the day in addition to those listed in their Key Performance Indicators (KPIs), most of which are not. Thus, Employees see general and specific task performances as distinct (Aslan et al., 2021).
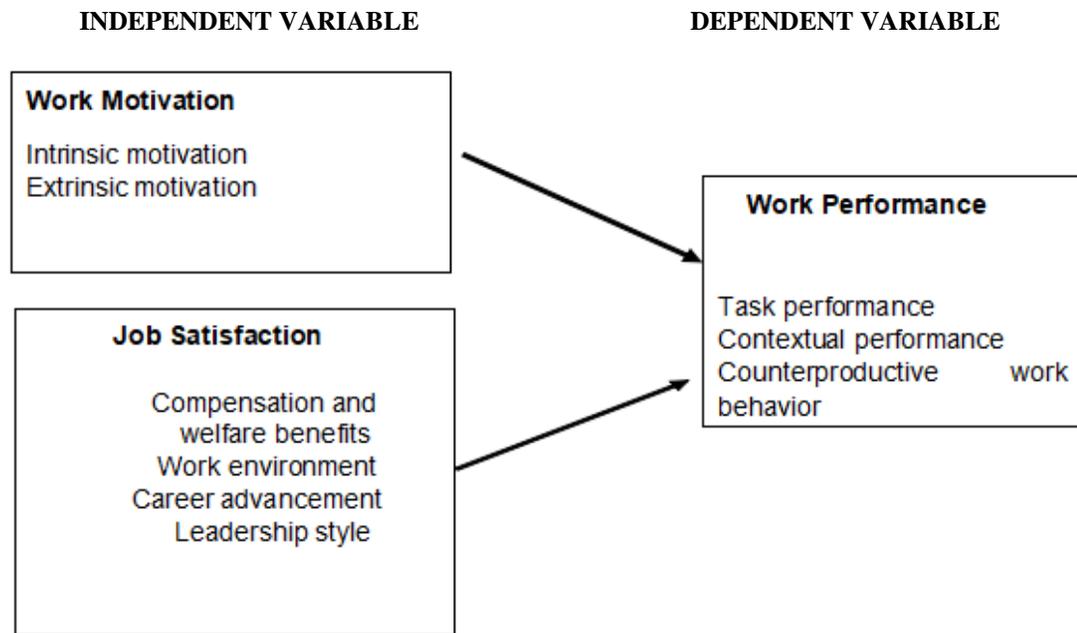
Contextual performance. Activities that do not specifically support a task or goal but increase the effectiveness and success of people, teams, and organizations are called contextual performance (Abun et al., 2022). Contextual performance includes cooperating and assisting others, voluntarily carrying out extra-role tasks, persevering with zeal and added tenacity to complete assignments successfully, defending the organization's objectives, and abiding by organizational policies even when doing so is inconvenient (Limon & Sezgin-Nartgun, 2020).

The total job performance of an employee is correlated with contextual performance (Nini, 2019). In addition to task performance, contextual performance contributes significantly to supervisor ratings (Yozgat & Şahin, 2019). Performance in a given context is correlated with other organizational outcomes like turnover (employment) (Bakotić, 2016). In addition to task performance, research demonstrates that contextual performance significantly predicts turnover (Koo et al., 2019). Employee turnover was lower for individuals exhibiting more contextual performance behaviors than those exhibiting fewer. Organizational commitment results from contextual performance, yet it is sometimes promoted as a predictor of it. Interpersonal facilitation significantly predicts organizational commitment (Donkor et al., 2021).

Counterproductive work behavior. Any voluntary action by an employee likely to endanger the prosperity and well-being of the organization is considered counterproductive work behavior (CWB), sometimes referred to as workplace deviant behavior (Singh, 2020). These CWBs include disregarding orders, taking longer than necessary to complete tasks to claim overtime pay, fabricating receipts, showing up late frequently, spending work time for personal concerns, wasting resources for the organization, and sharing information with unauthorized parties (Singh, 2020). CWB has massive consequences on businesses, including productivity losses, increased expenses for human capital due to high turnover, decreased employee morale, and harm to the company's reputation (Baharom et al., 2017; Carpenter & Berry, 2017). In their analysis of the literature, Sayeed and Nazir (2019) noted that several studies highlighted CWB as a disruptive issue for all organizations that warrants significant consideration. Researchers like Metofe (2017) and Nawaz et al. (2018) discovered that employees' unfavorable sentiments toward their jobs would likely lead to CWB. Employees' perception of job unhappiness is one negative attitude that could be connected to their CWB (De Clercq et al., 2020; Zubaidah et al., 2019).

Research shows that unfavorable work-related issues like organizational restrictions, task overload, role conflict, and role ambiguity often catalyze employee dissatisfaction (Okeke & Mtyuda, 2017; Pindek & Spector, 2016). These characteristics all share the ability to instill negative emotions in workers, causing them to experience dissatisfaction with their working environment at some point (Shrestha & Jena, 2020). Because they frequently experience negative mood states, unsatisfied employees have a greater propensity to act up, according to Chuang, Chiang, & Lin (2019). For example, an employee may act unfavorably toward the company in retaliation for unfavorable working conditions. Employees think that such retaliatory action is required to safeguard their well-being. As a result, it is vital to comprehend CWB and its attitude toward work to find ways to minimize CWB (Picincu, 2022).

CWB prevention is fundamental to job performance, task performance, and organizational citizenship (Sypniewska, 2020). Job performance is a multidimensional construct comprising various diverse behaviors supporting organizational goals (Lestari & Purwa Setya, 2020). Workplace counterproductivity is a broad behavioral category that encompasses various more specific aspects, including, but not limited to, theft, vandalism, harassment, and sabotage (Oluwole et Al., 2020).

INDEPENDENT VARIABLE   **DEPENDENT VARIABLE**

Work Motivation

Intrinsic motivation
Extrinsic motivation

Job Satisfaction

Compensation and
welfare benefits
Work environment
Career advancement
Leadership style

Work Performance

Task performance
Contextual performance
Counterproductive work
behavior

Figure 1. Conceptual diagram of the study

2. REVIEW OF RELATED LITERATURE

This section discusses the relevant information of the study. All the information is gathered from various sources.

2.1 Work Motivation and Job Satisfaction

Job satisfaction and motivation are important concepts to consider when studying Organizational Theory. Motivation increases workplace productivity (Simpson et al., 2019 & Weeks et al., 2018). Employee motivation has long been a concern for leaders and managers (Tehria, 2017). Additionally, it has been said that motivation "is like an internal self-charging battery" and that it drives decisions for an employee's promotion (Smith, 2015). Managers, educators, coaches, and parents view motivation in the workplace as a crucial topic because it can boost performance, among other things. Despite their connection, job satisfaction and motivation differ (Forson et al., 2021). Levius et al. proposed a definition of the idea of job satisfaction et al. (2018). They found that job satisfaction includes multiple psychological reactions to a person's work, which can be cognitive, affective, or behavioral.

Employee motivation and job satisfaction go with one another. High motivation and high job satisfaction correlate directly (Johnson, 2022). Employee motivation to effectively manage job responsibilities increases as employees feel more satisfied and content in a given job role (Juneja, 2015). Surveys across various industries show that highly motivated employees also report higher levels of job satisfaction (Riyanto et al., 2021). As a result, higher job satisfaction raises levels of both personal and professional motivation and vice versa; higher motivation levels yield higher levels of job satisfaction (Lawson & Frimpong, 2021).

According to studies, low motivation and job satisfaction have a negative impact on employee attitudes, morale, and subsequent motivation to be productive (Lohela-Karlsson et al., 2022). Unsatisfied employees need more incentive to support a company's success and, as a result, show little motivation for or interest in the company's objectives (Corcione, 2022). By emphasizing improving job satisfaction, you can boost output, lower employee turnover, and reduce culpable absenteeism (Namugawe, 2020). Additionally, these actions enhance attrition, absenteeism, productivity, and workers' mental and physical well-being, thereby minimizing problems with legitimate absenteeism and productivity declines brought on by stress and job burnout (Sanchez-Gomez et al., 2021).

Managers, supervisors, and human resource specialists are better prepared to address motivation and job satisfaction issues when they better understand human psychology (Boye et al., 2016). According to numerous workplace studies, extrinsic or externally sourced motivating factors, such as pay rates, benefits, and physical work environments, have the least impact on motivation and lead to the least job satisfaction (Jefferson, 2018). In contrast, it has been demonstrated in numerous studies that intrinsic motivation, such as personal or professional goals,

respect for oneself, and challenging or interesting work has a greater impact on employee motivation and job satisfaction (Akosile & Ekemen, 2022). Employers concentrating on internal motivators rather than external ones are likelier to keep workers who express satisfaction with their workplace (Harney, 2020).

2.3 Job Satisfaction and Work Performance

Many firms need help in the current global environment to increase employee job satisfaction and, as a result, to strengthen their organizational commitment to obtain a competitive advantage and keep hold of their important people (Donthu & Subramanyam, 2022). The potential advantages to individuals and organizations have spurred great interest in organizational themes related to attitude and behavior, such as organizational commitment, job satisfaction, and job performance (Culibrk et al., 2018).

Employees that are committed to the company and are happy with their jobs are likely to exhibit good performance and are typically very productive (Ahmad et al., 2015). Companies that have achieved industry success know how crucial employee retention is to maintaining market leadership and expanding their customer base (Paulsen, 2021). Employees are a company's lifeblood since they are its most valuable resources and assets (Carubba, 2018). Their attitudes toward their job and the outcomes of that labor directly impact how well an organization performs and, ultimately, how stable it becomes (Inegbedion et al., 2020). Employee satisfaction will generally increase if they believe they are being compensated appropriately for the task they have completed (Bourne, 2021). To achieve this, ensure employee awards are true contributions to the organization and compliance with reward regulations (Jones, 2022).

Aside from financial gain, these incentives may also include a variety of advantages and perks. Financial gain is just one component of these rewards (Corcione, 2022). Higher job satisfaction makes employees more valuable because they believe the company will value them in the long run and reward them for their hard work (Wiles, 2022). Because of this, they are more committed to the company, have greater retention rates, and are more likely to be productive. On the other hand, achieving organizational performance depends on individual and collective performance (Helbig, 2021). As a result, the organization's success may be measured at three levels: individual, group, and organizational (Maloney, 2019).

3 METHODOLOGY
3.1 Research Locale and duration

This study was conducted in the banana plantation located at Purok Manga, Brgy. Taytayan, Cateel, Davao Oriental. The commencement of the survey was between November to December 2023.

Figure 2. Map of Cateel, Davao Oriental

3.2 Research Design

The researchers utilized a quantitative descriptive-correlational as design. According to Lau (2017), a correlational study determines whether two variables are connected. The researchers believed that this was the best research design since it frequently requires the researchers to determine if an increase or drop in one variable causes an equivalent rise or fall in the other. Furthermore, the researchers utilized a quantitative descriptive design. The quantitative descriptive method is a quantitative research design used to measure the number of people with a certain

character. This design was used among all other designs since it considers the issue of causation and does not focus on counting or measuring behaviors, attitudes, feelings, or events

3.3 Research Instrument

The data have been acquired through a survey with the aid of a questionnaire. The questions of the independent variable were adopted from the study of Altindis (2011) entitled "Job motivation and organizational commitment among the health professionals: A questionnaire survey." The study comprised two indicators, namely intrinsic motivation and extrinsic motivation. On the other hand, the job satisfaction scale was adopted from the study of Nanjundeswaraswamy (2019) entitled "Development and validation of job satisfaction scale for different sectors" with the following indicators, namely compensation and welfare benefits, work environment, Career advancement, and leadership style. The dependent variable scale was adopted from the study of Koopmans et al. (2013) entitled "Construct Validity of the Individual Work Performance Questionnaire" with indicators, namely task performance, contextual performance, and counterproductive behavior.

3.4 Respondents and Sampling Procedure

The respondents of this study were the employees of the banana plantation in Cateel, Davao Oriental. This comprised 127 respondents, which was calculated using Slovin's formula. They have been selected using simple random sampling. According to Bhushan et al. (2022), simple random sampling is a technique for drawing a sample from a population of interest where every element is equally likely to be selected. In other words, the sample is drawn without trying to represent the population. A discrete random sample is drawn using a random sequence of numbers that are either predefined by the researcher or generated randomly.

3.5 Data Analysis

The result of the data was calculated with the following statistical tools:

Mean. This statistical tool was used to answer the statement of problem number 1, 2, and 3.

Table 1. Interpretation was used for the level of work motivation:

Range of Means	Verbal Description	Interpretation
4.20 -5.00	Very High	Employees' level of job satisfaction is far above the expected level.
3.40 -4.19	High	Employees' level of Work motivation is above the the expected level.
2.60 -3.39	Moderate	Employees' level of Work motivation is within the the expected level.
1.80 – 2.59	Low	Employees' level of Work motivation is below the the expected level.
1.00 – 1.79	Very Low	Employees' level of work motivation is far below the expected level.

Table 2. Interpretation was used for the level of job satisfaction:

Range of Means	Verbal Description	Interpretation
4.20 -5.00	Very High	Employees' level of job satisfaction is far above the expected level.

3.40 -4.19	High	Employees' level of Job satisfaction is above the the expected level.
2.60 -3.39	Moderate	Employees' level of job satisfaction is within the the expected level.
1.80 – 2.59	Low	Employees' level of job satisfaction is below the the expected level.
1.00 – 1.79	Very Low	Employees' level of job satisfaction is far below the expected level.

Table 3. Interpretation was used for the level of work performance:

Range of Means	Verbal Description	Interpretation
4.20 -5.00	Very High	Employees' level of work performance is far above the expected level.
3.40 -4.19	High	Employees' level of work performance is above the the expected level.
2.60 -3.39	Moderate	Employees' level of Work performance is within the the expected level.
1.80 – 2.59	Low	Employees' level of Work performance is below the the expected level.
1.00 – 1.79	Very Low	Employees' level of work performance is far below the expected level.

    ANOVA. This tool was used in analyzing the significant differences between the variables.

    Pearson correlation coefficient (Pearson-r). This statistical tool was used to determine the significant relationship between work motivation, job satisfaction, and work performance of banana plantation employees.

4. RESULTS AND DISCUSSION

This chapter presents the findings and results obtained from the comprehensive research study. This chapter aims to analyze and interpret the data collected, shedding light on the outcomes that emerged from the research objectives.

4.1 Level of Work Motivation

Table 4. The level of intrinsic motivation

Indicator Intrinsic Motivation	Standard Deviation	Mean	Descriptive Interpretation
Responsibilities related to work	.658	4.70	Very High
Appreciation of colleagues for the work done	.782	4.31	Very High
Full authority to do the job	1.080	3.91	High
Work as a respectable job	1.234	3.75	High
Having the belief as an important employee	1.341	3.59	High
Rights to decide on a subject related to work	1.109	3.65	High
Grand Mean	**.7297636**	**3.98**	**High**

Table 4 shows the level of work motivation of banana plantation employees in terms of intrinsic motivation. With the results that have been made, the respondents generally experienced a high degree of intrinsic motivation towards their work, with a grand mean of 3.98. This means that the work motivation of banana plantation employees in terms of intrinsic motivation is often manifested.

This coincides with the interpretations of Heyns and Kerr (2018) as they demonstrated that self-esteem and self-trust in their job could be two major reasons employees tend to have a higher level of willingness and productivity. This can be reflected in the above table where the respondents have said to point the appreciation they receive from colleagues, the sense of responsibility, freedom as well as the sense of competence in their work as pivotal factors in increasing the level of their willingness to a high, or even a much higher scope.

Table 5. The level of extrinsic motivation

Indicator Extrinsic Motivation	Standard Deviation	Mean	Descriptive Interpretation
Suitability of physical conditions in the environment of work	.908	3.98	High
Sufficiency of company equipment and supplies	.904	3.73	High
Opportunity to promote work	1.109	3.18	Moderate
Assistance from managers to solve disagreements with colleagues and clients	1.140	3.32	Moderate
Extra pay for high performance	1.183	3.39	Moderate
Awards due to high performance	1.167	3.46	High
Colleagues' support in solving personal and familial problems	1.147	3.50	High
Belief in retiring from the company	1.307	3.28	Moderate
Enough fees worthy of the amount of work done	1.134	3.67	High
Grand Mean	**.55992**	**3.50**	**High**

Table 5 depicts the level of work motivation of banana plantation employees, particularly with their extrinsic motivation. By the grand mean (3.50), the respondents generally experienced a high level of extrinsic motivation toward their work. In other words, given this total mean, this indicates that the work motivation of banana plantation employees in terms of intrinsic motivation is often manifested. To emphasize, they have stated that the management has fairly or moderately satisfied the way their work motivation is influenced by external factors such as the giving of "bonus" pay when there is a perceived improvement in work performance.

In the same way, if workers feel that their work is being paid according to what has been agreed upon or based on what performance they are showing contribute enough with their motivation they have to get work done (Baker et al., 2018). Thus, despite the mentioned moderate level in the indicator, itcan still be believed that employees see extrinsic motivation as flourishing inside the business, specifically the physical condition of its work environment (which got the highest mean of 3.98).

Similarly, Baker, Jensen, and Murphy (2018) believe it is vital to consider the work environment to make employees productive. When they see their workplace, as well as their workmates, as healthy, non-toxic, motivating, and fairly competitive, there could be a much more chance for them to perform their jobs exceptionally.

4.2 Level of Job Satisfaction

Table 6 exposes the level of job satisfaction of banana plantation employees in terms of compensation and welfare benefits. It can be posited that the respondents experienced a high level of job satisfaction in terms of compensation and welfare benefits, with a grand mean of 3.55. This signifies that the job satisfaction of banana plantation employees in terms of compensation and welfare benefits is often manifested.

Table 6. The level of job satisfaction in terms of compensation and welfare benefits

Indicator Compensation and welfare benefits	Standard Deviation	Mean	Descriptive Interpretation
Fair salary for the work done	1.095	3.92	High
Satisfaction with the annual salary increments	1.019	3.84	High
Contentment with the allowances	1.065	3.58	High
Satisfaction with the benefits	1.147	3.62	High
Same amount and quality of benefits from other organizations	1.192	3.43	High
On par and comparable benefits packages with those of their co-workers	1.126	3.53	High
Recognition from the company for a good job done	1.074	3.55	High
Appreciation of the work did	1.157	3.20	Moderate
Efforts were rewarded the way it should be	1.269	3.24	Moderate
Mechanism to reward good work done	1.155	3.61	High
Grand Mean	**.4309**	**3.55**	**High**

Hayek (2014) believed that how the management provides fair and justifiable salaries to the workers engages their willingness to work efficiently. Although there is a moderate level of job satisfaction that has been manifested in this indicator, specifically on how workers see their efforts are being rewarded (with the highest mean of 3.24) or appreciated (with a mean of 3.20), which emphasizes the employees' just within the expected level of satisfaction. Above all, it is significant to note that having enough recognition or appreciation towards the workers' efforts may impact the business's overall performance. As the employer provides, the employees provide more (Hayek, 2014).

Table 7 depicts the level of job satisfaction of banana plantation employees, more certainly, with their work environment. The results have been made; it is observable that the respondents generally experienced a high level of

job satisfaction in their work environment, with a grand mean of 3.80. The job satisfaction of banana plantation employees in terms of work environment is often manifested.

Table 7. The level of job satisfaction in terms of the work environment

Indicator **Work Environment**	**Standard Deviation**	**Mean**	**Descriptive Interpretation**
Satisfaction towards the workmates	1.084	3.87	High
Urge to work harder because of the competence of workmates	.921	4.09	High
Enjoyment with co-workers	.966	4.10	High
Too much bickering and fighting at work	1.122	3.59	High
Too much work to do	1.269	3.58	High
Company's rules and procedures made doing a good job difficult	1.295	3.57	High
Company's rules and procedures made doing a good job difficult	1.130	3.73	High
The capability of the company to provide all the safety wearables and equipment	1.013	3.92	High
Perceived cooperation among all the departments for achieving the goals	1.063	3.74	High
Confidence to offer comments and suggestions on their performance	.952	3.80	High
Grand Mean	**.6106**	**3.80**	**High**

Workplace environment characteristics impact employees' willingness to remain motivated, innovative, involved with co-workers, and devoted to their jobs (Hafeez et al., 2017). Further, some experts claim that this aspect of the work environment relationship has positive and negative effects (Purity et al., 2017). Thus, the working environment is one of the most important elements affecting employee performance in an organization, as Hafee et al. (2019) argue.

Table 8. The level of job satisfaction in terms of career advancement

Indicator **Career Advancement**	**Standard Deviation**	**Mean**	**Descriptive Interpretation**
Sufficiency of training programs	.963	3.84	High
Increase in morale due to the training and development programs	.991	3.72	High
Assistance made by the training and development programs in attaining the better technical ability	1.156	3.60	High
Assistance made by the training and development programs in attaining the better technical ability	1.109	3.82	High
Grand Mean	**.76730**	**3.74**	**High**

Table 8 shows the level of job satisfaction of banana plantation employees in terms of career advancement. The degree of job satisfaction depicted in the grand mean (3.74) with career advancement is high. This accentuates the job satisfaction of banana plantation employees in terms of career advancement is often manifested.

On the same note, based on recent studies, employee engagement often increases when they feel that their employer cares about their development and offers opportunities to pursue personal and professional objectives while advancing the company's mission (SHRM, 2022). A career development path allows people to continuously enhance their skills, which can lead to progress, promotions, and changes in their current position (Meyer, 2019). Therefore, career path implementation may directly impact the organization by improving morale, career satisfaction, motivation, productivity, and responsiveness in meeting departmental and corporate goals (Sturgess, 2017).

Table 9 depicts the level of job satisfaction of banana plantation employees in terms of leadership style. According to the results, the respondents generally experienced high job satisfaction, highlighting how their management established leadership spirit, having a grand mean of 3.69. This indicates that the job satisfaction of banana plantation employees in terms of leadership styles is often manifested.

Table 9. The level of job satisfaction in terms of leadership style

Indicator Leadership style	Standard Deviation	Mean	Descriptive Interpretation
Feeling that the supervisor was unfair	1.101	3.59	High
Too little interest in the feelings of subordinates shown by the superior	1.089	3.55	High
Superior's belief that the development of subordinates is an important part of the job	1.091	3.75	High
Encouragement of decision-making power from employees by the supervisor	1.126	3.72	High
Manager/supervisors' consideration of employees' input into organizational decisions	1.084	3.83	High
Grand Mean	**.7284**	**3.69**	**High**

Further, job satisfaction is perceived based on the leadership style of the business. Based on the statistics, it was found that employees saw managers or supervisors as considerate of their workers' input into organizational decisions.

As reflected in the studies made by Son et al. (2020), a higher degree of satisfaction is attainable when there are strong leadership practices that allow firms to integrate, exchange, and utilize knowledge in novel ways. Additionally, according to Ezenwa (2020), when employees are in a scenario where their relationship with their boss is of excellent quality, they prefer uncluttered communication with their supervisor.

4. 3 Level of Work Performance

Table 10 shows the level of work performance of banana plantation employees, specifically their task performance. The respondents have experienced a high optimism and competence with the tasks and the accountabilities they manage in their jobs, having to foreground its grand mean of 3.89. This implies that the work performance of banana plantation employees in terms of task performance is often manifested. To be more specific, the workers believed that they had managed to plan their work so it was done on time and could designate main from minimal issues.

Table 10. The level of work performance in terms of task performance

Indicator Task performance	Standard Deviation	Mean	Descriptive Interpretation
Management of planning for work	1.044	4.12	High
Optimal planning	1.042	3.96	High
Took into account the results to achieve in work	1.072	3.76	High
Separation of main issues from side issues at work	1.094	3.76	High
Minimal time and effort consumed in performing	**1.139**	**3.86**	**High**

	Standard Deviation	Mean	Descriptive Interpretation
work well			
Grand Mean	**.7380**	**3.89**	**High**

Task performance is based on the employee's ability to do so. In other words, it concerns how well and successfully the personnel carry out their duties. Therefore, how well employees perform their tasks affects all aspects of the business, including production, efficiency, and productivity (Saleh, 2022). In the eyes of the employee, task performance relates to acts that are "expected, evaluated, and rewarded" (Wickham, 2022). In connection with this, Rose (2021) believed that precise and reliable work plan records or reports increase the quality of job performance. Those workers with enough competence prioritize the real issue and are most likely to achieve good task performance.

Table 11 exposes the level of work performance of banana plantation employees in terms of contextual performance. Following the result, the respondents generally experienced a high degree of contextual performance towards their work, with a grand mean of 3.73. Meaning the work performance of banana plantation employees in terms of contextual performance is often manifested.

Table 11. The level of work performance in terms of contextual performance

Indicator Contextual performance	Standard Deviation	Mean	Descriptive Interpretation
Engagement in extra responsibilities	1.106	3.91	High
Initiation of new tasks once older ones were finished	1.071	3.89	High
Exposure to challenging work tasks, when available	1.122	3.60	High
Maintaining knowledge up-to-date about the job	1.224	3.59	High
Keeping job skills up-to-date	1.178	3.65	High
Formulation of creative solutions to new problems	1.225	3.69	High
Willingness for new challenges in relation to job	1.201	3.63	High
Active participation in work meetings	1.074	3.86	High
Grand Mean	**.708350**	**3.73**	**High**

The employees asserted that they started new tasks when their old ones were finished and worked to keep their job knowledge up-to-date. This coincides with the interpretations of Yozgat and Şahin (2019) as they demonstrated that having the spirit to work on more difficult errands after accomplishing minimal workloads is a great factor in getting work done efficiently. Moreover, they have asserted that the more you possess prowess and also explore together with your capacities regarding your job, it would highly help establish your identity as a worker.

Table 12 depicts the level of work performance of banana plantation employees in terms of counterproductive work. With a total mean of 3.49, it can be generalized that the respondents experienced a level of work performance based on counterproductive behavior on a high level. As shown above, the work performance of banana plantation employees in terms of counterproductive work behavior is often manifested.

Table 12. The level of work performance in terms of counterproductive work behavior

Indicator Counterproductive work behavior	Standard Deviation	Mean	Descriptive Interpretation
Complaints about unimportant matters at work	1.075	3.94	High
Tendency to make problems greater than at work	1.209	3.61	High

Focus on the negative aspects of a work situation instead of on the positive aspects	1.231	3.27	Moderate
Urge to speak with colleagues about the negative aspects of work	1.307	3.36	Moderate
Urge to speak with people from outside the organization about the negative aspects of work	1.270	3.28	Moderate
Grand Mean	**.8563**	**3.49**	**High**

According to Okeke and Mtyuda (2017), these often catalyze job dissatisfaction. However, there has been a moderate tendency of the workers to engage in counterproductive behaviors, such as focusing on the negative aspects of a work situation instead of the positive ones (3.27). These characteristics all share the ability to instill negative emotions in workers, causing them to experience dissatisfaction with their working environment at some point (Shrestha & Jena, 2020). Because they frequently experience negative mood states, unsatisfied employees have a greater propensity to act up, according to Chuang, Chiang, & Lin (2019).

4.4 Significant Difference in Work Motivation

Table 13. The significant difference in work motivation in terms of intrinsic and extrinsic motivations

Factor	t-value	p-value	Statistical Inference
Work motivation	5.901	.000	Significant

Table 13 above depicts a significant difference in the level of work motivation of banana plantation employees, gaining a p-value of .000. This certain result can be reflected in several studies. For instance, intrinsically motivated employees find satisfaction and pleasure in performing the tasks and activities associated with their job (Khan et al., 2020). Moreover, with intrinsic motivation, individuals are motivated by the inherent value and enjoyment they find in their work. They are focused on the task itself, personal growth, and the satisfaction derived from performing well or achieving mastery (Russ, 2020). Additionally, intrinsic motivation has been found to impact performance and creativity positively. When intrinsically motivated, employees tend to exhibit higher engagement, effort, and creativity (Fischer et al., 2019). They are more likely to seek out challenges, take initiative, and go beyond the minimum requirements of their job (Emmanuel & Nwuzor, 2021).

On the other hand, Legault (2016) suggests that extrinsic motivation arises from external factors, typically in the form of rewards, recognition, or tangible benefits. Employees are driven by external incentives like salary, bonuses, promotions, or praise from supervisors or peers (Singh, 2016)—extrinsic motivation centers around external rewards and outcomes. Employees are motivated to receive tangible benefits, recognition or avoid negative consequences (Borgohain, 2022). The focus is on the external incentives rather than the enjoyment of the task itself (Legault, 2016). Extrinsic motivation can also influence performance, especially for routine or straightforward tasks (MacPherson, 2022). However, excessive reliance on extrinsic rewards may hinder performance and creativity for more complex or creative tasks. It may shift the focus from the task to obtaining the rewards, potentially limiting innovative thinking and intrinsic satisfaction (Gerhart & Fang, 2015).

Extrinsic preferences are activated from outside the person concerned. External interventions inducing persons to perform may be positive (mainly financial work incentives) or negative (threat of wage cuts or dismissal). The effect of an external intervention (E) on work performance (P) may be shown in a principal-agent context (Frey, 2014). An agent performs by considering the respective benefits B and costs C. Both performance increases (dBIdP = Bp >0, DC/SP = Cp>Qf Higher performance leads to diminishing marginal returns and is associated with increasing marginal cost (Bpp < 0, CPP > 0). The principal's external intervention also influences benefits and costs. Following the standard principal-agent theory, external motivation raises performance by imposing a higher marginal cost on shirking or, equivalently, by lowering the cost of performing, i.e., C, e<0. This is the disciplining effect of external intervention. An external intervention that undermines intrinsic work motivation negatively affects the agent's marginal benefit from performing, i.e., BPE<0, called the crowding-out effect of intrinsic motivation. If,

in contrast, an external intervention raises intrinsic work motivation, the agent's marginal benefit from performing is positively affected, i.e., Bpt:>Q, which is called the crowding-in effect of intrinsic motivation.

This case is empirically relevant in relevant principal-agent relationships. The two crowding effects relating to intrinsic work motivation are now sketched. A ' psychologically ' unstable situation arises when high work morale and external intervention support a work activity. The agent is 'over motivated' as she would do the work even if one (or both) motivations were reduced. A rational actor responds by reducing the motivation under her control, i.e., she lowers her intrinsic work motivation. Intrinsic motivation is partially or substituted by externally controlled extrinsic work motivation.

Understanding the differences between intrinsic and extrinsic motivation is crucial for organizations to effectively create a work environment that fosters both types of motivation. Balancing intrinsic and extrinsic motivators can increase employee engagement, satisfaction, and overall organizational success (Gerhart & Fang, 2015).

4.5 Significant Difference of Job Satisfaction

Table 14. Significant difference in job satisfaction in terms of compensation and welfare benefits, work environment, and career advancement

Factor	F-value	*p-value*	Statistical Inference	Post Hoc Result
Job Satisfaction	3.422	.017	Significant	- Compensation and welfare benefits and work environment - Career advancement and Compensation and welfare benefits

Table 14 above shows a significant difference in the job satisfaction of banana plantation employees. According to the post hoc result, compensation and welfare benefits differ with the work environment and career advancement. The following research can justify this. BasuMallick (2021) states that fair and competitive compensation, comprehensive welfare benefits, a positive work environment, and career growth and advancement opportunities are crucial factors in determining job satisfaction. Robbins (2019) added that when employees feel adequately rewarded for their skills and contributions and receive benefits that value their well-being, they tend to experience higher satisfaction. A supportive work environment that fosters respect, effective communication, teamwork, and professional development also contributes to job satisfaction (Herrity, 2023). Additionally, opportunities for career growth, including clear paths, mentoring, skill-building, and regular feedback, enhance satisfaction by providing a sense of progress and purpose (Denisson, 2023). Conversely, perceiving compensation as unfair or below industry standards, lacking comprehensive welfare benefits, working in a negative environment, or experiencing limited career advancement opportunities can lead to dissatisfaction and demotivation (Rasheed et al., 2020).

As stated by Akob (2020), the work environment in a company is essential for management to pay attention to. Although the work environment does not carry out the production process in a company, the work environment directly influences the employees who carry out the production process. The work environment is an atmosphere where employees carry out activities every day. A conducive work environment provides security and allows employees to work optimally. If the employee likes the work environment, the employee will feel at home at work, carrying out his activities to effectively work time.

On the other hand, an inadequate work environment will reduce employee performance. Some experts define the work environment as follows: According to Akob et al. (2020); Mohsen Farmahini Faharani (2014), the work environment is everything around employees and can affect the performance of the tasks assigned to them, for example, with air conditioner (AC), adequate lighting. The work environment in the workers' setting can affect their carrying out tasks such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and whether or not work equipment is adequate (Arianto, 2013). According to Akob et al. (2020), the work environment can be interpreted as the entire tooling faced, the surrounding environment in which a person works, the work method, and the influence of his work as individuals and groups.

Meanwhile, according to Lambert et al. (2017), the work environment is where employees do their daily work. From some of the definitions above, it can be concluded that environmental work is everything around the workers/employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained. In the work environment, work facilities support employees in completing tasks.

Which is imposed on employees to improve the work of employees in a company.

According to Arnold et al. (2017), a needs-related model of motivation is initiated by the conscious or unconscious recognition of unsatisfied needs. Needs create wants, which are desires to achieve or obtain something. Goals are established, which are believed will satisfy the needs and wants, and a behavior pathway is selected, which is expected to achieve the goal; motivation is one of the efforts made by a person to produce good performance and quality. Motivation is part of the function of human resource management, namely integration, the most basic stimulant in the embodiment, complex and continuous effort to increase the potential inherent in him.

Moreover, Uno (2017) asserted that motivation can be interpreted as internal and external encouragement in a person as indicated by their existence; passions and interests; urges and needs; hopes and ideals; appreciation and respect. According to Weiner (2020), quoted by Elliot et al. (2020), motivation is an internal condition that arouses us to act, encourages us to achieve certain goals, and keeps us interested in certain activities. Motivation impacts a person's interaction with the situation he is facing (Siagian, 2014). Motivation becomes a force, energy, power, or a complex situation and readiness in the individual to move towards a certain goal, whether consciously or unconsciously (Maximum, 2013). Motivation is a power resource that drives and controls human behavior. Motivation is an effort that can encourage someone to take the desired action, while motive is the power of a person to act. Motivation comes from the Latin word mover, which means to move or move because a person's behavior tends to be goal-oriented and driven by the desire to achieve certain goals. Employee motivation is no less important in contributing to the company. Motivation is the willingness to put more effort into achieving organizational goals, which is caused by a willingness to satisfy individual needs (Robbins, 2016).

With the right motivation, employees will be motivated to do their best in carrying out their duties because they believe that with the success of the organization in achieving its goals and objectives, the personal interests of the members of the organization will also be included. High motivation will create a commitment to what is their responsibility in completing each job (McNeeseSmith et al., 2015).

4.6 Significant Difference in Work Performance of Banana Plantation Employees

Table   15. The significant difference in work   performance   of banana plantation employees

Factor	F-value	*p-value*	Statistical Inference	Post Hoc Result
Work Performance	8.725	.000	Significant	-Task performance and Counterproductive work behavior -Task performance and Contextual performance

Table 15 shows a significant difference in the work performance of banana plantation employees. Based on the post hoc result, task performance differs from counterproductive work behavior and contextual performance. This coincides with certain previous studies. Task performance refers to how effectively and efficiently employees complete their assigned tasks, meet deadlines, achieve goals, and demonstrate relevant skills and knowledge. This contributes to overall productivity and success, showcasing competence and positively impacting work outcomes. Counterproductive work behavior encompasses actions that undermine organizational goals and productivity, such as absenteeism, lateness, theft, gossiping, and conflicts. Such behavior disrupts productivity, lowers morale, and negatively affects the work environment. Contextual performance involves discretionary behaviors beyond job requirements, such as assisting co-workers, taking on additional responsibilities, displaying good interpersonal skills, and contributing to a positive work environment. Employees who engage in contextual performance contribute to teamwork, organizational culture, and overall success.

Meanwhile, Rivai (2015: 309) states that performance is a real behavior displayed by each person as a work achievement produced by employees following their role in the company. Meanwhile, according to Mathis (2020: 78), indicators in measuring employee performance or achievement are as follows: 1. Work quantity, namely the volume of work produced under normal conditions, 2. Quality of work can be in the form of neatness, accuracy, and linkage of results without neglecting the volume of work, 3. Time utilization, namely the use of the working period adjusted to the policy of the company or government institution, and 4. Cooperation, namely, the ability to handle relationships with other people at work. Performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks following the responsibilities assigned to him. According to Kusriyanto in Mangkunegara (2015: 9), performance compares the results achieved with labor participation per unit of time (usually per hour).

Meanwhile, according to Mangkunegara (2015: 9), employee performance (work performance) is the quality and quantity of work an employee achieves in carrying out his duties according to his responsibilities. Therefore, HR performance is work performance, or output, the quality and quantity HR achieves per unit period in carrying out its work tasks following its responsibilities. Performance appraisal is an effort the leader makes to assess the work results of his subordinates. According to Megginson in Mangkunegara (2015: 10), job performance appraisal is a process used by leaders to determine whether an employee is doing his job following his duties and responsibilities.

Furthermore, Sikula in Mangkunegara (2015: 10) suggests that employee appraisal systematically evaluates employees' work and the potential to develop. Assessment is interpreting or determining the value, quality, or status of several objects, people, or things. According to Handoko (2021: 235), job performance appraisal is a process through which organizations evaluate or assess employee performance. This activity can improve personnel decisions and provide feedback to employees about their work performance. Based on the opinion of some of these experts, the assessment of work performance (performance) is an assessment that is carried out systematically to determine the results of employee work and organizational performance. It is also to determine job training appropriately, to provide a better response in the future, and as a basis for determining policies in terms of promotion and determination of rewards. The purpose of job performance appraisal (performance) is to improve or enhance the organizational performance of the organization.

4.7 A significant relationship between work motivation, job satisfaction, to work performance of banana plantation employees

Table 16. A significant relationship between work motivations, job satisfaction, to work performance of banana plantation employees

Variables	Correlation Coefficient	*p-value*	Statistical Inference
Work Motivation and Work Performance	.710	.000	Very strong positive significant relationship
Job Satisfaction and Work Performance	.704	.000	Very strong positive significant relationship

Table 16 above shows that there is a very strong positive significant relationship between work motivation and work performance of banana plantation employees with an r-value of .710 (p<.05). There is also a very strong positive significant relationship between job satisfaction and work performance of banana plantation employees with an r-value of .704 (p<.05). Several studies have found to be supporting these findings. Motivated and satisfied employees are likelier to be engaged and committed to their work tasks (Sharma, 2023). This increased engagement leads to higher productivity, efficiency, and quality of work. Motivated and satisfied employees also tend to be more proactive, innovative, and willing to go above and beyond their job requirements, resulting in higher performance levels (Boyd, 2022). Work motivation refers to individuals' internal drive or desire to engage in work-related tasks and achieve their goals (Vo et al., 2022). It can be influenced by intrinsic motivation (personal interest and

satisfaction derived from the work) and extrinsic motivation external rewards and recognition (Oh & Roh, 2022). Employees are more motivated to invest effort and energy into their work, improving job performance (Shkoler & Kimura, 2020).

On the other hand, job satisfaction relates to the level of contentment and fulfillment that employees experience in their jobs. It is influenced by various factors such as compensation, recognition, work environment, and opportunities for growth and development (Huang, 2020). When employees are satisfied with their jobs, they tend to have higher levels of commitment, engagement, and loyalty, which can positively impact their work performance (Tenney, 2022).

Furthermore, work motivation and job satisfaction can act as reinforcing factors for each other. When motivated, employees are more likely to experience higher job satisfaction as they find personal fulfillment and purpose in their work (Davidescu et al., 2020). Conversely, job satisfaction can also enhance work motivation by providing a positive work environment and meeting employees' needs, leading to increased motivation to perform well (Bourne, 2021).

Based on the results of the path analysis, it shows that career development and motivation have an impact on increasing job satisfaction. The results of the study are in line with research conducted by Fauziah Nami Nasution, Emmy Mariatin, Siti Zahreni (2018), Ni Luh Putu Ariesta Angga Dewi, I Wayan Mudiartha Utama (2016), Ichlapio Fitrianto, Hasmin, Akmal Umar (2016), Rizki Novriyanti Zahara, Hajan Hidayat (2017), Cedaryana, Muchlis R. Luddin, Yetti Supriyati (2018), and Natalia Susanto, (2019). Moreover, it exemplifies that the employee placement indicator contributes the most to forming career development variables: employees are placed following education and job expertise. The motivation variable shows that the indicator of independent work provides the greatest contribution to the formation of the motivation variable. Namely, employees are not dependent on their work on their co-workers. Based on the results of the path analysis, it shows that career development and motivation have an impact on improving employee performance. The results of the study are in line with the research conducted by Ichlapio Fitrianto, Hasmin, Akmal Umar (2016), Rizki Novriyanti Zahara, Hajan Hidayat (2017), Cedaryana, Muchlis R. Luddin, Yetti Supriyati (2018).

Further, its descriptive analysis of the employee performance variables shows that the initiative indicators contribute to forming employee performance variables: employees have a high initiative attitude at work. The job satisfaction variable shows that the dedication to work indicator gives the greatest value to forming job satisfaction variables. Namely, employees have high dedication in carrying out work, so every job is considered special. Plus, based on the results of path analysis, it shows that job satisfaction has an impact on improving employee performance. The results of the study are in line with research conducted by Ichlapio Fitrianto, Hasmin, Akmal Umar (2016), Rizki Novriyanti Zahara, Hajan Hidayat (2017), Cedaryana, Muchlis R. Luddin, Yetti Supriyati (2018), Harry Kurniawan, Heryanto (2019),Sebastiao Costa Rangel Sousa Simoes, Gde Riana, Made Subudi (2017) and I Ketut R. Sudiarditha, Dewi Susita, Tri Mulyani Kartini (2019), and I Ketut R. Sudiarditha, Dewi Susita, Tri Mulyani Kartini (2019).

Additionally, it explains that the employee placement indicator has the largest contribution to forming career development variables: employees are placed following education and job expertise. The motivation variable shows that the indicator of independent work provides the greatest contribution to the formation of the motivation variable. Namely, employees are not dependent on their work on their co-workers. The analysis of job satisfaction variable descriptions shows that the dedication to work indicator gives the greatest value to forming job satisfaction variables. Namely, employees have high dedication in carrying out work, so every job is considered special. Based on the results of the path analysis, it shows that motivation and job satisfaction has an impact on improving employee performance. The employee performance variable shows that the initiative indicator contributes significantly to forming employee performance variables—namely, employees with a high initiative attitude at work.

Career development and motivation on employee performance through job satisfaction do not impact improving employee performance. The results of the research are not in line with research conducted by Nami Nasution,

Emmy Mariatin, Siti Zahreni (2018), Ni Luh Putu Ariesta Angga Dewi, I Wayan
Mudiartha Utama (2016), Ichlapio Fitrianto, Hasmin, Akmal Umar (2016), Rizki
Novriyanti Zahara, Hajan Hidayat (2017), Cedaryana, Muchlis R. Luddin, Yetti
Supriyati (2018),Ni Nengah Rupadi Kertiriasih, I Wayan Sujana, I Nengah
Suardika (2018), and I Ketut R. Sudiarditha, Dewi Susita, Tri Mulyani Kartini (2019).

In terms of work motivation, it significantly affects job satisfaction. This is indicated by the significance t-value of 0.000, which is smaller than = 0.05, so it can be said that Ho is rejected. Work motivation consists of appropriate feedback, the prestige of the work, support for what is being done, the incentives given are relevant, and

working with the hope of getting attention from friends and superiors. This study indicates that motivation (X1) significantly affects job satisfaction (Y). This follows the previous hypothesis, where motivation substantially impacts job satisfaction. This study supports the opinion of Cong & Van (2013), which states that motivation is a set of factors that mainly cause a person or employee to perform their duties. Motivation can be one of the most critical means of shaping job satisfaction and influencing employee performance. In addition, the study supports Cong & Van's (2013) opinion, which states that a person tends to work with enthusiasm if satisfaction can be obtained from his work. Employee job satisfaction is the key to driving morale, discipline, and employee performance in supporting company goals. In addition, Haerani et al. (2020) explain that motivation is a mental condition that encourages a person to achieve maximum performance. The first indicator of motivation is appropriate feedback. In this study, the item for the proper feedback indicator puts forward how to build motivation with input given by organizational superiors. Relevant feedback from supervisors will increase the motivation of lecturers in carrying out their duties and will provide satisfaction for lecturers because of the appropriate feedback. The second indicator is the prestige of the work. Also, motivation can be built from awards given to superiors and colleagues by providing an appreciation for the results of the job done. The third indicator is the support of what is being done. In general, employees want to support in everything that is done by superiors and fellow lecturers. Although not in the form of financial, the support provided can encourage motivation for lecturers. The fourth indicator is the incentives provided accordingly. According to empirical facts, motivation from a financial perspective can inspire someone to do work. The fifth indicator is working to get attention from friends and superiors. The sense of pride in getting awards from supervisors and co-workers can encourage someone to further improve their efforts at work due to praise or appreciation; this gives satisfaction after their work.

Meanwhile, the work environment has a significant influence on the job satisfaction. This is indicated by the significance t value of 0.000, which is smaller than = 0.05, so it can be said that Ho is rejected. The work environment includes a good layout, appropriate lecturer rooms, adequate facilities and infrastructure, smooth communication, responsibility, and cooperation. This study indicates that the work environment (X2) significantly affects job satisfaction (Y). This follows the previous hypothesis that the work environment significantly affects job satisfaction. This study supports the opinion of Schultz and Schultz (2010:405), stating that the work environment or conditions are all aspects of physical work, work psychology, and work regulations that can affect job satisfaction and productivity. In addition, this study supports Sukanti's et al. (2018) opinion that the work environment significantly influences the level of personal pride and the work they do. The first indicator in the work environment is good spatial planning. In this study, the item for this good spatial indicator is that a suitable room arrangement will provide more benefits for lecturers in carrying out activities to create an environment that can give enthusiasm to the work of lecturers. The second indicator is the appropriate lecturer room. The lecturer's workspace greatly determines the lecturer's confidence in working; sometimes, the lecturer is on campus for a long time. So that with a particular room for individual lecturers. The lecturer's room will create a comfortable and pleasant environment for lecturers and spur enthusiasm for work. The third indicator is adequate facilities and infrastructure. Proper facilities and infrastructure provided for lecturers by the university will provide convenience in doing work. Lecturers need, e.g., printers, computers, worship rooms, restrooms, parking lots, and other facilities from campus that support the smooth running of lecturers in teaching activities, such as classrooms, LCD projectors, relatively comfortable classroom desks, internet facilities, and libraries. The fourth indicator is the fluency of communication. Good and smooth communication between leaders and subordinates, fellow lecturers, and administrative or campus staff. Communication supports the creation of comfort in the work environment. The fifth indicator is responsibility and cooperation.

Hence, the duties carried out by the workers should be of value to them concerned in carrying out their duties; in addition, cooperation in carrying out work or teamwork between all academic elements on campus will create a comfortable working environment and will provide opportunities for the employees to be more creative with comfortable working conditions and cooperation that is built together in achieving organizational goals.

5. CONCLUSION
There have been significant conclusions that have been made based on

the following results.

1.The level of intrinsic motivation of the banana plantation employees is high, which signifies that the higher the intrinsic motivation they are experiencing, the higher the quality of their work performance. Meanwhile, the level of extrinsic motivation of the banana plantation employees is also high, which means that employees have above the expected level of work motivation. This signifies that the higher the extrinsic motivation, the higher the quality of their job performance.

2.The level of compensation and welfare benefits is high, which means that when employees are highly satisfied with the pay their management provides, their work motivation is higher. Also, the level of the work environment is high, which exemplifies that if the employee is satisfied with their work environment, the more likely their job performance is to excel. Moreover, the level of career advancement is also high or above the expected level. This means that the more the employees are satisfied with the industry's career programs, the more likely they will be motivated with their respective job. Thus, improving their work performance. Further, the level of leadership style is said to be at a high level. The higher the degree of the satisfaction in this factor, the better their work performance is.

3.The level of task performance is of high level. Thus, it signifies that the higher their task performance, the more they can experience job satisfaction. Meanwhile, the level of contextual performance is also high. Meaning when their urge to improve their contextual performance, they are more likely to be motivated to improve the quality of their work. Additionally, the level of counterproductive behavior is high, which only describes that the higher the counterproductive behavior they have, the more it will likely impact job satisfaction.

4.There is a significant difference in the level of work motivation of banana plantation employees, gaining a p-value of .000. This is in terms of Intrinsic and Extrinsic Motivations. Some intrinsically motivated workers focus on the task, personal growth, and the satisfaction derived from performing well. Meanwhile, employees are motivated by the desire to receive tangible benefits, or recognition.

5.There is a significant difference in the job satisfaction of banana plantation employees. The compensation and welfare benefits differ with the work environment and career advancement. Competitive compensation, comprehensive welfare benefits as well as a positive work environment are crucial factors in determining job satisfaction.

6.There is a significant difference in the work performance of banana plantation employees. Hence, task performance differs from counterproductive work behavior and contextual performance. Engaging in counterproductive behavior may highly affect the work contextual job performance.

7.There is a very strong positive significant relationship between work motivation and the work performance of banana plantation employees. Motivated and satisfied employees are likelier to be engaged and committed to their work tasks.

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