

The Role of Support From Supervisors and Co-Workers on Financial Service Marketing Agents' Performance in The Aspects of Work Motivation and Satisfaction

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ABSTRACT

The barrier between employees, or the barrier between employees and supervisors in the marketing agency context has been a serious issue that causes detrimental consequences, such as demotivation, degrading productivity, and reduced work performance among employees. The importance of the supervisor and co-worker support has now become a crucial topic, as it is proven to be advantageous for organizations. This research was conducted using questionnaires back in December 2019 until January 2020, in which the respondents consisted of 230 marketing agencies of financial services in DKI Jakarta. The data was analyzed using Structural Equation Model (SEM). There are some significant results in this research. Firstly, there is an association between supervisor support and employee motivation. Secondly, there is an association between co-worker support and work motivation. Next, there is an association between co-worker support and job satisfaction. Fourth, there is an association between work motivation and job satisfaction. Moreover, there is an association between work motivation and employee performance. Lastly, there is an association between job satisfaction and employee performance. However, there is no significant association between supervisor support and job satisfaction.

Keywords: supervisor support, co-worker support, motivation, job satisfaction, performance, marketing.

INTRODUCTION

To provide a supportive work environment, the marketing agencies need to retain the relationships between employees and supervisors, as well as the relationship among employees. The supportive work environment will positively impact employee satisfaction, as to how it is also written down in the literature of social psychology. Such a lateral relationship between employees is found to exert influence on many aspects, such as work achievement and performance (Véronneau, Vitaro, Vrendgen, Dishion, & Tremblay, 2010). Apart from that, the

relationship between employees and supervisors or co-workers is widely viewed as efficacious, whether the influence is positive or not (Basford & Offermann, 2012). For this reason, it is essential to measure the influence exerted from the supportive supervisors and co-workers on employees' better work motivation, satisfaction, and performance. Every single aspect is related to each other.

According to the research conducted by Khalid & Rathore (2018), supervisor support has helped in reducing mental stress, conflict, and fatigue, which indirectly contributes to retaining employee motivation. As stated by Suleiman,

Dassanayake & Othman (2017), it is difficult to motivate the employees without supportive acts from the supervisors, in order to fully do well out of the knowledge and skills of the employees. Moreover, Seiberling & Kauffeld (2017) added that the supervisor's support is capable of improving the willingness of employees to share knowledge not only through motivation but also in a direct way to each other. Both supervisor and co-worker's support are proven to have positive impacts on work motivation (Brahma & Chakraborty, 2019).

Furthermore, the supervisor and peer support and motivation are always categorized into one factor, since those three are inseparable. This is as stated by Brahma & Chakraborty (2019) that there is a positive tie-in between peers and work motivation. The statement is backed up by Basford & Offerman (2012), who stated that good working relationships with co-workers can positively affect employee motivation and will at the workplace. Moran, Russinova, Yim & Sprague (2014) explain that co-workers' job description will improve work motivation and can be the support needed for the existing challenges in the workplace. The result of the research conducted by Bhatti, Battour, Sundram, & Othman (2013) shows that co-worker support boosts trainees' motivation. Once the trainees receive work support, they will be more inspired to share the knowledge and skills acquired.

Due to the relationship between supervisor support and job satisfaction, it is claimed that supervisor support is susceptible to the need for job satisfaction (Naidoo, 2018). According to Elias & Mittal (2011), their research demonstrates that when supervisors give support in a change initiative, it will improve the job satisfaction and involvement of the employees. Findings of the research conducted by Charoensukmongkol, Moqbel & Wirsching (2016) also point out that both co-workers and supervisor support play a role in bringing the enjoyment to work and satisfaction of the employees. Since the employees are one of the most valuable assets that an organization has, the company must create such a workplace environment that supports the employees' psychological well-being

in order to achieve the goals aimed. Moreover, Punnakitikashem, Maimun & Rakthin (2019) also gave interesting insight from the perspective of LGB employees about their workplace environment in different geographical and cultural contexts. Attitudes and behavior toward their sexual orientation in the workplace can also influence the job satisfaction of LGB employees.

According to the research conducted by Charoensukmongkol, Moqbel & Wirsching (2016), they found that those employees who feel well supported by either co-workers or supervisors tend to report less fatigue and more satisfaction in work. Besides, the co-worker support does exert considerable influence on job satisfaction. In contrast, low co-worker's support will also result in low job satisfaction, as stated by Jimmieson, McKimmie, Hannam & Gallagher (2010). On top of that, Lee, Yun & Lee (2015) also affirms that co-worker's support is more efficacious in improving job satisfaction. This is furtherly supported by the research conducted by Punnakitikashem, Maimun & Rathkin (2019), which shows the importance of supervisor and co-worker support to job satisfaction. Also, according to Nielsen (2015), co-workers are said to take part in job satisfaction.

Workplace competencies, motivations, and organizational culture simultaneously exert significant influence on the job satisfaction of employees (Barasa et al., 2018). According to Hussain, Usman, Sarmad & Haq (2010), employee satisfaction will instinctively improve once the company succeeds in improving employee motivation. Sudiardhita et al. (2018) also stated the same thing, that employee satisfaction will increase as the work motivation does. Urošević & Milijić (2012) added that the company is entitled to give instructions on how to boost employee satisfaction and motivation as an essential factor in achieving the goals of the organization. Furthermore, according to Li et al. (2014), it is crucial for managers and policymakers to inherently inspire employee motivation since it brings a positive influence on job satisfaction.

The conceptual analysis by Hee, Kamaludin & Ping (2016) shows that intrinsic and extrinsic

motivation have positively affected the performance of the nursing job. The research conducted by Shahzadi, Javed, Pirzada, Nasreen & Khanam (2014) reveals a favorable relation between employee motivation and work performance. This statement is supported by Lolowang, Troena, Djazuli & Aisjah (2019), who stated that the work motivation influences the employee work performance, and the opportunity to share their knowledge and skills also improve employee motivation. Work performance is predicted by the work motivation and satisfaction of the employees (Springer, 2010).

As attested by the research conducted by Siengthai & Pila-Ngarm (2016), it is illustrated that job satisfaction correlates to and has an impact on employee performance. Ma, Xing, Wang & Chen (2013) also states that undeviating job satisfaction also influences the work performance of employees. It is furtherly asserted in the research conducted by Ngarm & Siengthai (2017) that as the human capital investment is found in some studies, there is a significant influence of employee work performance on job satisfaction. According to the data collected by Saleem & Shaheen (2012), there is a moderate reciprocating dependency on job enrichment, enlargement, employee satisfaction, and performance. As a result, job enrichment and enlargement directly impact employee satisfaction which retains the employee performance as intervening.

There have been numerous previous researches on the topics of support from supervisor, co-worker, work motivation, job satisfaction, and employee performance. However, what makes this research significantly important is that there has been yet a researcher who combines these five variables of supervisor support, co-worker support, work motivation, job satisfaction, and employee work performance. The other difference lies in the fact that in Indonesia, it is still rare to find studies that are related to supervisor and co-worker support. Due to the disparity in the research above, this research aims to look further into the influence of supervisor and co-worker support on work motivation and job satisfaction; hence it can

improve the work performance of the marketing agency of financial services well.

LITERATURE REVIEW

Supervisor Support

Supervisor support is defined as the extent to which leaders value their employees' contributions and care about their well-being, or just generally support their employees (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Supervisor support is the foundation for managers or supervisors in reinforcing and supporting their employees with the goal of workplace training programs (Holton & Bates, 2000). Supervisor support is identified as one of the essentials in ethical standards. Moreover, the majority of employees find it essential to have co-worker support. In this case, both supervisor and co-worker support will encourage the supervisor to respond positively to facing questions from their employees. Support is often suggested as a way for supervisors to help employees cope with the negative impact of role stressors and other workplace demands (also referred to as the stress-buffering effect) (Tucker, Jimmieson, & Bordia, 2018)

According to Youngcourt (2005), supervisor support plays its most effective role when the employees feel stressed; thus, proper support is needed. However, supervisor support becomes less effective when it is not contextualized to the job. Studies show that when employees receive proper support from their supervisors, they will be more self-driven, seek more potential clients, and can effectively comprehend training programs. That being the case, this will result in better work attitude and performance (Petty, Lim & Zulauf, 2007)

Co-worker Support

Co-worker support refers to co-workers assisting one another in accomplishing their tasks when needed by sharing knowledge and skills and supporting each other (Zhou & George, 2001). The relationship between co-workers is lateral and without any additional aspects from formal authority. Co-workers tend to be the primary source of influence in most workers' lives

rather than the leaders, as the employees usually interact more with their co-workers than they do with their supervisors (Chiaburu, Dam, & Hutchins, 2010)

Employees need to have co-worker support since the beginning of the job; thus, they will comprehend what is expected from them. A supportive workplace situation also creates a better environment to learn (Bateman, 2009). The support of co-workers plays a role in organizational commitment, which is vital to keep the employees from resigning (McCalister, Dolbier, Webster, Mallon & Steinhardt, 2006). The term co-worker relationship refers to the relationship between employees who are in the same position and does not possess formal authority. Co-workers are colleagues who work at the same levels in an organization and communicate about organizational matters (Chiaburu & Harrison, 2008).

Work Motivation

Luthans (2012) defines motivation as a psychological process of behavior change. The change is lasting. Motivation boosts interest in doing the job itself that will also influence the commitment to work. Motivation is the force that drives the will of someone to do tasks. According to Hussain, Usman, Sarmad, & Haq (2010), job rotation can be decreased by motivation and work commitment, which can be boosted by motivation. Work motivation is defined as the willingness of an individual to give and to maintain the efforts in order to achieve the vision of the agency. This reflects the interaction between the workers and their workplace environment.

Motivation relies on the stable mind, aspirations, or interest of an individual and is expressed in actions (Li *et al.*, 2014). Employees will be greatly motivated when the company challenges them. It is also important for management to support employees when they are doing the job in order to fulfill the challenge. As a result, employees will develop a strong bond with the management and be more efficient in doing the job (Horwitz, *et al.*, 2003 in Hussain *et al.*, 2010).

Job Satisfaction

According to Stello (2012), job satisfaction in the perception of employees is defined as how their job is capable of providing essential things. Satisfaction is widely believed to be the most significant and learned aspect of organizational behavior. Job satisfaction is a key factor in understanding organizational behavior. Another definition of job satisfaction Mohammadi, Saymohammadi, SHIRI & Rezvanfar (2013) is that it works as one of the indicators in improving organizational success and performance. For that reason, job satisfaction can open the door for the organization to achieve its goals.

On the definition of job satisfaction, Ellickson & Logsdon (2012) simply stated it as how contented employees are with their job. Moreover, Tatsuse & Sekine added that job satisfaction is related to the intrinsic aspects of a job, such as interest and skills involved and how they contribute more to global job satisfaction than other aspects of job satisfaction. However, the identification of job satisfaction is not a prerequisite for every move of improvement. Furthermore, job satisfaction does not rely on the many variations of job provided in a company, as the identification of job satisfaction cannot be pursued by selective job enlargement or the transfer of internal workers to jobs that they need more (Wild, 1970).

Employee Performance

Work performance is vital to any kind of industry since it is one of the main indicators of productivity and profitability. In general, organizations tend to prioritize work performance in order to achieve organizational goals. Therefore, work performance is viewed as the measure of the success of an employee in doing their job (Hee *et al.*, 2016). Besides, Janssen and Yperen (2004) stated that role performance shows the actions to take in the employees' job descriptions. This also means for the judgement and appreciation by the organization, and will thus contribute well in the organizational performance. In the context of organization, this sequence of procedure is intended to make work behavior predictable so that basic tasks can be

accomplished to achieve the goals of organization.

Generally speaking, Yang (2008) explains that employee performance is what the employees do and do not. Employee performance involves the quality and quantity of output, attendance, benevolent and beneficial attitude, and the punctuality of output. Judge, Thoresen, Bono & Patton (2001) also states that work performance is an essential result of self-evaluation.

HYPOTHESIS DEVELOPMENT

The Relation of Supervisor Support and Work Motivation

According to the study conducted by Khalid & Rathore (2018), there is an oblique influence from supervisor support on work motivation through the work-life balance. Supervisor support helps in stress reduction, mental conflict, and fatigue so that it subconsciously plays a role in keeping employees motivated in doing their job. Suleiman, Dassanayake & Othman (2017) also added that it is hard to motivate employees to acquire knowledge and skills in the job without appropriate motivation or support from the supervisors. This study hence revealed that motivation could partly mediate the relation between supervisor support and training transfer in organization, and the oblique relation from supervisor support to employees through motivations.

Later on, Seiberling & Kauffeld (2017) disclosed that supervisor support does influence employees' willingness to transfer their knowledge not only by motivation but also by directly sharing it. They explained this statement in their study about overcoming hurdles in knowledge transfer. This disclosure is later supported by the study conducted by Brahma & Chakraborty (2019), which states that both supervisor and peer support exert a positive influence on motivation. However, the mediation effect of supervisor and co-worker support by motivation in training transfer is still limited when there is a vast individual play in the job.

H₁: Supervisor Support Improves Work Motivation

The Relation Between Co-worker Support and Work Motivation

Supervisor and peer support and motivation are always categorized into one factor since those three are fitly inseparable. This is as stated by Brahma & Chakraborty (2019) that there is a positive tie-in between peers and work motivation. The statement is backed up by Basford & Offerman (2012), who stated that the job position has nothing to do with the bond of motivation and peers, as both lower-level employees and upper-level employees will still highly motivate each other as long as the workplace relationship is maintained well. Good working relationships with co-workers can positively affect employee motivation and will at the workplace.

Moran, Russinova, Yim & Sprague (2014) explain that the job description of co-workers will improve work motivation and can be the support needed for the existing workplace challenges. Especially when there is an aspect that supports the employees to choose their co-workers by themselves, hence the freedom and opportunity to find themselves and use personal experience. The freedom and opportunity will fulfill their autonomy satisfaction, the necessity of competency, connection, and networking, which will result in employees' motivating each other. The result of the research conducted by Bhatti, Battour, Sundram, & Othman (2013) shows that co-worker's support boosts the motivation of trainees. Once the trainees possess work support, they will be more inspired to share the knowledge and skills acquired.

H₂: Co-worker Support Improves Work Motivation

The Relation Between Supervisor Support and Job Satisfaction

Due to the relationship between supervisor support and job satisfaction, it is claimed that supervisor support is susceptible to the need for job satisfaction and capable of compensating the employees for their role stress (Naidoo, 2018). Job satisfaction has become a bridge between supervisor support and job involvement. According to Elias & Mittal (2011), their research

shows that when supervisors give support in a change initiative, it will improve the job satisfaction and involvement of the employees.

Findings of the research conducted by Charoensukmongkol, Moqbel & Wirsching (2016) also show it to be true that both co-worker and supervisor support play a role in the work enjoyment and satisfaction of the employees. Since the employees are one of the most valuable assets that an organization has, the company needs to provide a positive work environment that supports the employees' psychological well-being in order to achieve the goals aimed. Moreover, the empiric findings of the study conducted by Punnakitikashem, Maimun & Rakthin (2019) also give an insight from LGB employees about their workplace environment in the different geographical and cultural contexts. Attitudes and behavior toward their sexual orientation in the workplace can also influence the job satisfaction of LGB employees.

H₃: Supervisor Support Improves Job Satisfaction

The Relation Between Co-worker Support and Job Satisfaction

According to the research conducted by Charoensukmongkol, Moqbel & Wirsching (2016), they found that those employees who feel well supported by either co-workers or supervisors tend to report less fatigue and more satisfaction in work. Besides, co-worker support does exert a significant influence on job satisfaction. In contrast, low co-worker support will also result in low job satisfaction, as Jimmieson, McKimmie, Hannam & Gallagher (2010) stated.

On top of that, Lee, Yun & Lee (2015) also affirms that co-worker's support is more efficacious in improving job satisfaction. Meanwhile, the research findings conducted by Punnakitikashem, Maimun & Rathkin (2019) show the importance of supervisor and co-worker's support to job satisfaction, as there is a strong bond between both supports and job satisfaction. Nielsen (2015) adds that co-worker support is quite impressive. It feasibly plays a different role in work performance and job

satisfaction, so co-worker's support does contribute to job satisfaction.

H₄: Co-worker Support Improves Job Satisfaction

The Relation Between Work Motivation and Job Satisfaction

Workplace competencies, motivations, and organizational culture simultaneously exert significant influence on the job satisfaction of employees. According to Barasa et al. (2018), to boost the employees' job satisfaction, the related management needs to improve the employee competency, work motivation, and apply the workplace culture in the company. Hussain, Usman, Sarmad & Haq (2010) stated that employee satisfaction will instinctively improve once the company succeeds in improving employee motivation. Sudiardhita et al. (2018) also state the same thing, that employee satisfaction will increase as the work motivation does.

Urošević & Milijić (2012) adds that the company is entitled to give instructions on how to boost employee satisfaction and motivation as an essential factor in achieving the organization's goals. Furthermore, Li et al. (2014) conducted supporting research on 'work stress, motivation and their influence on job satisfaction', which focused on groups of people, especially in the age range of 35-54 years old, who felt stressed due to work. This study's findings show that it is essential for managers and policymakers to inherently inspire employee intrinsic motivation since it brings a positive influence to the agency's vision.

H₅: Work Motivation Improves Job Satisfaction

The Relation Between Work Motivation and Performance Goals

The conceptual analysis by Hee, Kamaludin & Ping (2016), in which they studied The Motivation and Performance of Nurses in A Private Hospital in Malaysia, shows that intrinsic and extrinsic motivation have positively affected the nursing job's performance. The research conducted by Shahzadi, Javed, Pirzada, Nasreen & Khanam (2014) reveals that there is a favorable

relation between employee motivation and work performance. Intrinsic appreciation exerts a positive relationship between employee motivation and performance. This statement is supported by Lolowang, Troena, Djazuli & Aisjah (2019), who states that the work motivation influences the employee work performance, and the opportunity to share their knowledge and skills can also improve employee motivation. The work performance is predicted by the work motivation and satisfaction of the bank employees. Therefore, a study by Springer (2010) concluded that there is also a positive relationship between work motivation and the performance of the bank employees.

H₆: Work Motivation Improves Employee Performance

The Relation Between Job Satisfaction and Employee Performance

As attested by the research conducted by Siengthai & Pila-Ngarm (2016), it is demonstrated that job satisfaction correlates to and impacts employee performance. Consequently, the company has to spare no effort in improving the job satisfaction of the employees during the job redesigning, so the job redesign will bear out improvement in employee performance.

Ma, Xing, Wang & Chen (2013) also states that undeviating job satisfaction can also influence the work performance of employees. Therefore, the company must focus on the enthusiasm of training staff and work enthusiasm, strengthening the company's internal management and system building, and facilitating the workplace environment, such as meeting room, discussion area, etc. These efforts will improve the work performance of the employees and the efficiency of the whole organization.

It is furtherly asserted in the research conducted by Ngarm & Siengthai (2017) that as the human capital investment is found in some studies, there is a significant influence of employee work performance on job satisfaction, which is proven to be a factor in employee performance. They then investigated more the mediating effect between human capital investment and job satisfaction in employee

performance. Their study's findings later proved the mediating effect between human investment and employee performance to be true. According to the data collected by Saleem & Shaheen (2012), there is a moderate reciprocating dependency on job enrichment, enlargement, employee satisfaction, and performance. As a result, job enrichment and enlargement directly impact employee satisfaction which retains the employee performance as intervening.

H₇: Job Satisfaction Improves Employee Performance

According to the hypothesis above, this study implements the following research framework:

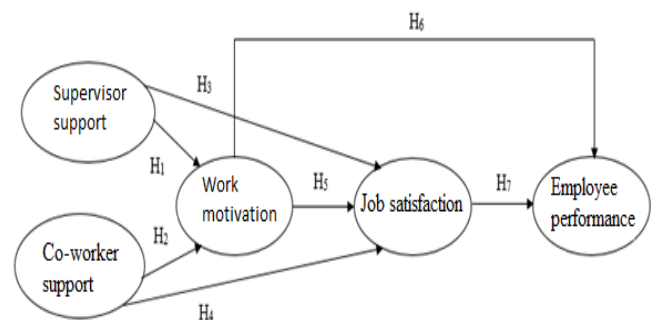


Image 1. Research Method

METHOD

Measurement

This study is using five variables, which consist of supervisor support, co-worker support, work Motivation, job satisfaction, and employee performance. The variable of supervisor support uses five dimensions consisting of whether supervisors are supportive, concern for employees' feelings and needs, encourage employees' to discuss their concerns, provide a positive environment, and facilitate employees' skill development, which will be measured by eight statements (Oldham and CSumming's, 1996 in Peterson, 2010). The variable of co-worker support uses two dimensions consisting of actions and attitudes, which will be measured by

nine questions (Eisenberger et al., 1986 in Desrosiers, 2001).

The variable of work motivation uses three dimensions consist of intrinsic motivation, introjected regulation, and external regulation, which are measured using Motivation at Work Scale (MAWS) with 12 statements (Gagne et al., 2010 in Ahmat, 2018). The job satisfaction variable uses the satisfaction dimension, which is extrinsic with 8 Minnesota Satisfaction Questionnaire (MSQ) questions (Weiss et al., 1967 in Wong, 2018). The variable of employee performance uses only one dimension job involvement, which has been simplified by Cummings & Bigelow (1976); Jones, James & Bruni (1975); and Morris & Snyder (1979) in Adeogun (2008) become nine statements.

A validity test is conducted by implementing Kaiser-Meyer-Olkin (KMO) and the Measures of Sampling Adequacy (MSA). The obtained test value must be greater than > 0.5 , which means that the factor analysis is suitable for use to be further processed. (Doll, Xia & Torkzadeh, 2014). The reliability test by measuring the Alpha Cronbach coefficient value is calculated by SPSS 23 software. Cronbach Alpha value is greater than > 0.5 . Therefore, all variables indicators can be reliably used as a data collection tool in this study (Sugiyono, 2012).

Population and Sample

The study was conducted in December 2019. The object of this study is the marketing agents of financial services in Jakarta. The sample quantity is determined by following the Structural Equation Model (SEM). The samples must represent at least five statements to determine the minimum size of representative samples (Hair et al., 2008). Thus, the total sample is 230 respondents. The aspects studied were the supervisor support, co-worker support, Work Motivation, Job Satisfaction, and Employee Performance.

Data Analysis

The data analysis method in this study is Structural Equation Modeling (SEM) to find out the relationship of complex variables and their direct or indirect effects on one or several

variables on other variables. The study carried out the sampling process using the entire sample, and the sample quantity has met the requirements for the SEM method, as Hair et al. (2014) revealed. The data measurement method used a Likert scale with a scale interval of one to five.

RESULT and DISCUSSION

The validity measurement on variables involved, such as supervisor support, co-worker support, work motivation, job satisfaction, and employee performance, has an acceptable result due to several calculations. Firstly, the value of Kaiser-Meyer-Olkin (KMO) and Measures of Sampling Adequacy (MSA) demonstrated a good fit that is > 0.500 . Secondly, the value of factor loading has a good fit (> 0.50), and the t-value is greater than the t-table (1.96) at the 5% significance level. Kaiser-Meyer-Olkin (KMO) supervisor support (DP) value is (0.664), co-worker support with two dimensions which are RKD1 dimension (0.650) and RKD2 dimension (0.734), work motivation with three dimensions, MKD1 dimension (0.719), MKD2 dimension (0.500), and MKD3 dimension (0.615), then Job Satisfaction (0.647), and lastly employee performance (0.825).

Following Doll's statement, Xia & Torkzadeh (2014) that the value obtained must be > 0.500 , which means that factor analysis is suitable for use and can be further processed. Meanwhile, the Cronbach Alpha coefficient value in this study is greater than > 0.50 , which means a reliable result. The Cronbach's Alpha values have all met the reliability requirements with a minimum value of 0.50. The supervisor support (0.83), co-worker support who have two dimensions, i.e., dimension 1 (0.89) and dimension 2 (0.86), then Work Motivation with three dimensions, i.e., dimensions 1 (0.92), dimension 2 (0.85), and dimension 3 (0.77), then job satisfaction (0.85), and lastly employee performance (0.88).

In the analysis of SEM, all tests demonstrated a good fit, including Chisquare, ECVI, AIC and CAIC, Fit Index, and Goodness of Fit. However,

there are close fit results on RMSEA. According to the analysis results above, it can be concluded that the overall SEM meets the requirements of a good fit.

Furthermore, this research demonstrates the t-Value path diagram as follows:

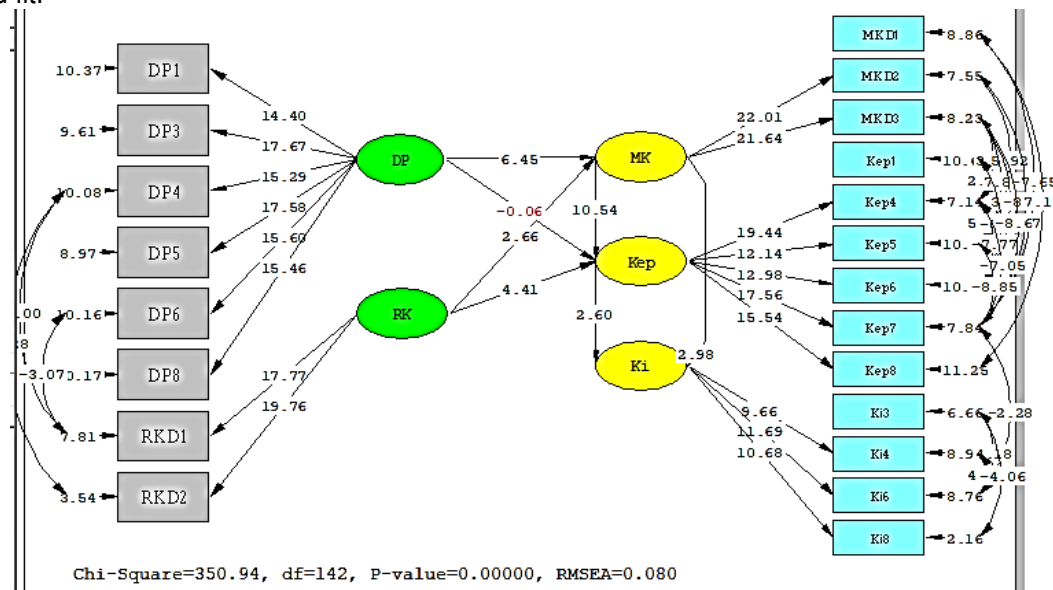


Image 2. t-value test results

Note: Supervisor Support (DP), Co-worker Support (RK), Work Motivation (MK), Job Satisfaction (Kep), and Employee Performance (Ki).

Based on Figure 2, the T-Value path Diagram is the hypothesis in this study, presented in the hypothesis testing table as follows:

Table 1. Hypothesis Testing Method

Hypothesis	Hypothesis Statement	t-Value	Description
H ₁	Supervisor support can improve work motivation	6,45	The finding support hypothesis
H ₂	Co-worker Support can improve Work Motivation	2,66	The finding support hypothesis
H ₌	Supervisor Support can improve Job Satisfaction	-0,06	The finding does not support hypothesis
H ₄	Co-worker Support can increase Job Satisfaction	4,41	The finding support hypothesis
H ₅	Work motivation can improve job satisfaction	10,54	The finding support hypothesis
H ₆	Work Motivation can improve Employee Performance	2,98	The finding support hypothesis
H ₇	Job Satisfaction can improve Employee Performance	2,60	The finding support hypothesis

Source: the results of data processing using SEM Lisrel

Mediation Analysis

Mediation variable analysis can be conducted in two approaches, namely, the coefficient difference and multiplication. The first approach is carried out by examining through analysis with and without mediating variables, while the second method is conducted using procedures (Hair, Black, Babin & Anderson, 2014). The first analysis is that supervisor support directly influences work motivation, with t -value = 6.45 (> 1.96). Work motivation has a direct effect on job satisfaction with t -value = 10.54 (> 1.96). While supervisor support did not have a direct effect on job satisfaction, with a value of $t = 0.06$ (< 1.96). It can be concluded that work motivation in the marketing agencies of financial services in the DKI Jakarta area mediates the relationship between supervisor support and job satisfaction. This is commonly called a full mediation analysis.

The second analysis, concludes that co-worker support directly influences work motivation, with t -value = 2.66 (> 1.96). Peer support directly affects job satisfaction, with t -value = 4.41 (> 1.96), and work motivation has a direct association on job satisfaction, with t -value = 10.54 (> 1.96). It can be concluded that work motivation mediates the relationship between co-worker support for job satisfaction in marketing agencies of financial services in Jakarta. Peer support also has a direct association on job satisfaction, in addition to peer support that has an indirect association on job satisfaction through work motivation. This occurrence is commonly known as a partial mediation analysis because the variable can be associated with each other directly and indirectly.

The third analysis concluded that work motivation has a direct association with employee performance, with a t -value = 2.98 (> 1.96). Work motivation has a direct association on job satisfaction with a t -value = 10.54 (> 1.96). Meanwhile, job satisfaction has a direct association with employee performance, with a t -value = 2.60 (> 1.96). It can be concluded that job satisfaction mediates the relationship between work motivation and performance of financial marketing agents in Jakarta. Work motivation has a direct association on employee performance,

and also work motivation has an indirect association on employee performance through job satisfaction. This is commonly known a partial mediation analysis because each variable can affect each other directly and indirectly.

Discussion

The findings of this research disclose that supervisor's support does influence the work motivation of the marketing agencies of financial services in DKI Jakarta area. This means that supervisor support can positively impact and improve the motivation of a company's marketing agency. It also greatly reduces the mental stress, conflict, and fatigue of the employees when a supervisor gives his or her employees appreciation for the sales achievement, then suggests solutions for problems, and hands the employees opportunity to communicate their critics and suggestions. Consequently, those acts by supervisors can influence the work motivation of the company's marketing agency. This statement is backed up by the studies conducted by Khalid & Rathore (2018); Suleiman, Dassanayake & Othman (2017); Seiberling & Kauffeld, and Brahma & Chakraborty (2019) which all asserted that supervisor support does exert influence on work motivation.

Furthermore, the findings of this research show that co-worker support has an effect on the work motivation of the marketing agencies of financial services in the DKI Jakarta. This implies that the work motivation will be improved by co-worker support, such as good working relationships, reciprocating care and help, and well-maintained communication. Indirectly, those kinds of support will positively affect and enhance the work motivation of the employees.

Especially when there is an aspect that supports the employees to choose their co-workers by themselves, hence the freedom and opportunity to find themselves and use personal experience. That freedom and opportunity will fulfil their autonomy satisfaction, the necessity of competency, connection, and networking, which will result in employees' motivating each other. It will also negatively affect the work motivation when there is an issue in co-worker relationships.

This statement is profoundly substantiated by the statements of Brahma & Chakraborty (2019); Basford & Offermann (2012); Moran, Russinova, Yim & Sprague (2014) and the research conducted by Bhatti, Battour, Sundram & Othman (2013), which all stated that co-worker's support does exert influence on work motivation.

Next, this research points out that supervisor support does not influence the job satisfaction of the marketing agencies of financial services in DKI Jakarta. This indicates that supervisor support is not capable of improving the employees' job satisfaction, as job satisfaction is something individual and relies on oneself to bear out the emotional response and tends to be enforced by motivation. The careers in sales and marketing are usually individual professions that do not involve their supervisor to create job satisfaction. That being the case, supervisor support does not positively impact job satisfaction.

According to Anindita & Seda (2018), however, it will spark significant feelings in each individual and their work commitment to improving peer communication, employee development, and co-worker support. Those improvements will significantly affect some aspects of the workplace, either the work performance or organization, resulting in employee involvement. Like sales and marketing, employees who work in teams daily that a strong bond between co-workers are formed, that is why co-worker support influences the job satisfaction of the sales and marketing employees. Therefore, the findings of this research do not attest to the studies conducted by Naidoo (2018); Elias & Mittal (2011); Charoensukmongkol, Moqbel & Wirsching (2016) and Punnakitikashem, Maimun & Rakthin (2019), which all stated that supervisor support exerts influence on job satisfaction.

This research also demonstrates that co-worker support also influences the job satisfaction of the marketing agencies of financial services in DKI Jakarta. This means that co-worker support is likely to enhance the job satisfaction of a company's employees. The more often they receive support from their co-worker peers, the lower the fatigue level and the higher job

satisfaction will be. Co-worker support is created from the organizational work, leading them to be more cooperative and supportive. This immediately results positively in their job satisfaction, delightful co-worker support, and shows that the employees may play a quite contrasting role in job satisfaction and performance, therefore it can be concluded that co-worker support significantly contributes to the work motivation. This statement is supported by the studies conducted by Charoensukmongkol, Moqbel & Wirsching (2016); Jimmieson, McKimmie, Hannam & Gallagher (2010); Lee, Yun & Lee (2015); Punnakitikashem, Maimun & Rakthin (2019) and Nielsen (2015), which all stated that Co-worker Support does exert a positive influence on the Job Satisfaction.

Over and above that, the findings of this research disclose that work motivation can influence the job satisfaction of the marketing agencies of financial services in DKI Jakarta. This implies that work motivation positively impacts the improves the job satisfaction of the employees. When they are motivated at their work, it will precisely influence their job satisfaction. As a critical factor in increasing its profit, the company is to give guidance in boosting the satisfaction and motivation of the marketing agency. The more this agency is motivated, the higher the job satisfaction will be, which will increase the company's profit. The studies conducted by Barasa et al. (2018); Hussain, Usman, Sarmad & Haq (2010); . Sudiardhita et al. (2018); Urošević & Milijić (2012), and Li et al. (2014) support the assertion regarding how work motivation improves job satisfaction.

This research also shows that work motivation affects the work performance of the marketing agencies of financial services in DKI Jakarta. This indicates that motivation can also improve the work performance of the employees. When the employees are motivated at their work, they will also perform well in their job. Lololawang, Troena, Dzajuli & Aisyah (2019) states that work motivation impacts employee performance and the opportunity to show their abilities can also boost employee motivation. This statement is supported by some studies, namely by Hee,

Kamaludin & Ping (2016); Shahzadi, Javed, Pirzada, Nasreen & Khanam (2014), and Springer (2010), which all claim that work motivation does exert influence on the employee performance.

Lastly, the result of the last variable testing establishes a favorable relationship between job satisfaction and the performance of the marketing agencies of financial services in DKI Jakarta. This suggests that job satisfaction improves employee performance. When one has attained job satisfaction in working, one will be more devoted to that job, which will affect the performance. The study conducted by Saleem & Shaheen (2012) also states a moderate reciprocating dependency among job enrichment, enlargement, employee satisfaction, and performance. As a result, job enrichment and enlargement directly impact employee satisfaction which retains the employee performance as intervening. This assertion is also supported by Siengthai & Pila-Ngarm (2016); Ma, Xing, Wang & Chen (2013), and Ngarm & Siengthai (2017), which all stated that work motivation improves the employee performance.

As attested by the research conducted by Siengthai & Pila-Ngarm (2016), it is shown that job satisfaction correlates to and has an impact on employee performance. As a consequence, the company has to spare no effort in improving the job satisfaction of the employees during the job redesigning, so the job redesign will bear out improvement in employee performance. Ma, Xing, Wang & Chen (2013) also states that undeviating job satisfaction can also influence employees' work performance. Therefore, it is mandatory for the company to focus on the enthusiasm of training staff and work enthusiasm, strengthening the company's internal management and system building, facilitating the workplace environment, such as meeting room, discussion area, and many others. These efforts will improve not only the work performance of the employees but also the efficiency of the whole organization.

It is furtherly asserted in the research conducted by Ngarm & Siengthai (2017) that as human capital investment is found in some studies, there is a significant influence of employee work performance on job satisfaction,

which is proven to be a factor in employee performance. They then investigated more the mediating effect between human investment and job satisfaction in employee performance. The findings of their study later affirmed the mediating effect between human capital investment and employee performance. According to the data collected by Saleem & Shaheen (2012), there is a moderate reciprocating dependency on job enrichment, enlargement, employee satisfaction, and performance. As a result, job enrichment and enlargement directly impact employee satisfaction which retains the employee performance as intervening.

CONCLUSION

There are several points concluded from this research. First, there is an association between supervisor support and work motivation. Second, there is an association between co-worker support and work motivation. Third, there is an association between co-worker support and job satisfaction. Fourth, there is an association between work motivation and job satisfaction. Fifth, there is an association between work motivation and employee performance. Lastly, there is an association between job satisfaction and work performance. However, the association between supervisor support and job satisfaction is by no means found.

This research aims to comprehend the influence that both supervisor and co-worker's support have on the performance of the marketing agencies in financial services through motivation and job satisfaction. Since their bonus payment depends on their work performance, the employees of marketing agencies tend to possess more motivation and satisfaction in their performance compared to those of other agencies. The better the work performance is the higher the bonus they will earn. Due to this agency's unique characteristic, the company arranges a strategy to manage the employees by giving them compensations that are worth their hard work. There are still plenty of companies that do not compensate their employees for their hard

work, which leads to employee dissatisfaction. For that reason, managerial implications may be proposed to improve the relation among both supervisor and co-worker support and employee performance through work motivation and job satisfaction by viewing the dimension of supervisor support used in this research

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