

THE INFLUENCE OF MOTIVATION AND ADAPTATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION

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Abstract

This research aims to determine and analyze the direct and indirect influence of work motivation and work adaptation on employee performance with job satisfaction as a mediating variable for *outsourcing employees* of Bank Indonesia Central Sulawesi Province. This type of research is quantitative descriptive. The population in this research is all *outsourcing employees* Bank Indonesia, Central Sulawesi Province, totaling 70 people. The sampling technique uses a saturated *sampling* technique (census), namely where the entire population is sampled. Data collection was carried out by distributing questionnaires to *outsourcing employees* Bank Indonesia Central Sulawesi Province. The data analysis technique uses the SEM- *Partial Least Square* (PLS) method. The results of the research show that (1) Work motivation has a positive and significant effect on the performance of Bank Indonesia *outsourced employees* in Central Sulawesi Province. (2) Work adaptation has a positive and significant effect on the performance of Bank Indonesia *outsourced employees* in Central Sulawesi Province. (3) Work motivation has a positive and significant effect on job satisfaction of *outsourced employees* of Bank Indonesia, Central Sulawesi Province. (4) Work adaptation has a positive and significant effect on job satisfaction of *outsourced employees* of Bank Indonesia, Central Sulawesi Province. (5) Job satisfaction has a positive and significant effect on the performance of *outsourced employees* of Bank Indonesia, Central Sulawesi Province. (6) Motivation work indirectly has a positive and significant effect on employee performance through job satisfaction of *outsourced employees* of Bank Indonesia, Central Sulawesi Province (7). Work adaptation indirectly has a positive and significant effect on employee performance through job satisfaction of *outsourced employees* of Bank Indonesia, Central Sulawesi Province.

Keywords: Work Motivation, Work Adaptation, Employee Performance, Job Satisfaction

INTRODUCTION

Human resources are one of the implementing elements in agency activities who are tasked with and responsible for carrying out the agency's operational activities. An employee in carrying out his duties requires perseverance in his work, dexterity, and carrying out his duties. In order for an agency to develop and progress, it really depends on the performance of the personnel themselves. If performance is also achieved well, on the other hand, if personnel performance is not good then the results obtained will also not be good so that the goals desired by the agency cannot be achieved optimally. Therefore, the attention of office leaders is to meet employee needs, therefore employee performance is good. Human resources are not only objects of achieving goals, but also actors in realizing agency goals; employees with high competence and professionalism. It will be achieved through improvements in various aspects including economic aspects, cultural aspects and intellectual aspects (Noermijati and Risti, 2010).

Motivation is an effort to improve employee performance. Motivation and performance are two constructive and correlative elements. Both require each other and cannot be separated from each other. Employee work performance will be low if they do not have the motivation to carry out the work. On the other hand, if the employee has high motivation to carry out the work, then in general the employee's performance level will be high. As professionals, employees have different work motivations from one employee to another, this will result in differences in employee performance in improving the quality of work. Employee work motivation is an important factor in improving employee performance because it acts as the main driver for each employee in carrying out their employment duties in accordance with

applicable regulations (Sedarmayanti, 2007) . The work motivation of *outsourced* employees at the Bank Indonesia is an effort to improve employee performance, the need for achievement, feelings of usefulness and pride in society are one of the motivational factors in working as *outsourced employees* at the Bank Indonesia. However, Bank Indonesia Central Sulawesi Province faced the problem such as a fairly high level of absenteeism, late employees because many *outsourced employees* have additional work outside the office, for example, there are those who come home from work from the office and sell cattle at the market. There are those who breed animals, and there are also those who become residence housing marketers. It is due to the mismatch with the salaries given. Consequently, they look for additional income to meet their needs. In addition, busy routines increase every day that employees experience quite high levels of absenteeism and are often late coming to the office.

Work adaptation can also affect employee performance. Adaptation in the work environment is a dynamic process that aims to change life behavior so that there is a more appropriate relationship between oneself and the work environment. Relative adaptation is done because no one else can adapt perfectly. Adaptation is assessed based on the individual's capacity to change and cope the demands faced and these capacities vary according to personality and level of development. People who can adapt well are people who have mature, efficient, satisfying and healthy responses. On the other hand, neurotic people are very inefficient and never handle tasks completely (Justinus, 2006:37) . Work adaptation is an important thing that every *outsourcing employee* at the Bank Indonesia needs to pay attention to. Adaptation to work of *outsourcing employees* in Bank Indonesia Central Sulawesi Province is still not done well, There are several challenges to the work of *outsourced employees* , the need to adapt and adapt to situations and work systems that exist in the office environment, such as work systems that change according to work needs, but still comply with applicable SOP and problems of adapting to new superiors and ways of working under them. different pressure from superiors. So far, Bank Indonesia, Central Sulawesi Province has changed superiors several times, of course each superior has different methods, demands and pressures, so this is one of the challenges that *outsourcing employees will face* as a problem of adaptation in the work environment, namely Bank Indonesia, Central Sulawesi Province.

Another factor that can influence employee performance is job satisfaction. Job satisfaction reflects a person's feelings towards their work and plays an important role in creating optimal performance. When someone gets satisfaction at work, they will try as much as possible to complete their work, so that employee productivity and performance will increase optimally. Job satisfaction is a final condition that arises from achieving certain goals as previously expected (Winardi, 2004) . The importance of outsources employee satisfaction can increase work ethic, dedication, and discipline. The job satisfaction of *outsourcing employees* at Bank Indonesia, Central Sulawesi Province, is still experiencing problems, such as employees complaining that compensation is still low. This problem is *indicated* by employees still lacking discipline regarding existing rules and regulations at Bank Indonesia, Central Sulawesi Province. Employee dissatisfaction is shown in various ways, for example employees often complain and do not comply with their work responsibilities, the reward system for *outsourced employees* also influences employee job satisfaction, this concerns their perception of the incentive system which is still low and the warmth of working relationships with superiors and fellow workers. work colleague.

Performance is a series of activities that describe the extent to which a person has achieved results in carrying out his duties and responsibilities, both in the form of successes and shortcomings. Performance is generally defined as a person's success in carrying out the tasks assigned to him to achieve work targets. Employees are one of the most important assets in an agency. Every agency in implementing its work program is always directed towards achieving the agency's goals. One way is to improve employee performance. Employees can work well if they have high performance so they can produce good work (Sudaryono, 2014) . Performance assessments of *outsourced employees* at Bank Indonesia Central Sulawesi Province are carried out periodically. The purpose of performance appraisal is to determine the success or failure of an *outsourced* employee and to find out the weaknesses and strengths of the *outsourced employee* in carrying out their duties. The results of the performance

assessment are used as consideration in developing *outsourcing employees*, including in giving awards. The elements assessed in carrying out work implementation assessments are loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative and leadership. The phenomenon that exists according to observations at Bank Indonesia, Central Sulawesi Province is that due to the low level of discipline, employees often do not arrive on time, which has a big impact on the progress of performance capabilities in terms of completing work not on time, resulting in poor quality work which affects the target time. and the suitability of the work results provided by the leadership.

Research conducted by Ghozali (2017) shows that the variables work motivation, job satisfaction and work ability partially have a positive and significant effect on employee performance. Based on the description of the background, the formulation of the problem in this research is " Do work motivation, work adaptation and job satisfaction have a positive and significant effect on the performance of Bank Indonesia *outsourcing employees* in Central Sulawesi Province ?" ", "Do work motivation and work adaptation have a positive and significant effect on job satisfaction of *outsourced employees* of Bank Indonesia, Central Sulawesi Province?, "Do work motivation and work adaptation indirectly have a positive and significant effect on employee performance through job satisfaction Bank Indonesia *outsourcing* employee, Central Sulawesi Province? " Regarding the problem formulation that has been mentioned, the aim of this research is to determine the influence of work motivation, work adaptation and job satisfaction on the performance of *outsourced employees* of Bank Indonesia, Central Sulawesi Province.

According to McClelland (2009) says that motivation is a desire that exists within a person that encourages that person to strive to achieve a standard or measure of excellence. According to Yustinus (2006:37) self adaptation in the working environment is a dynamic process that aims to change behavior in order to create a more appropriate relationship between employees and their working environment. According to Sutrisno (2016:75), job satisfaction is an emotional state that is pleasant or unpleasant for employees regarding their work, this can be seen in the employee's positive attitude towards work and everything they encounter in their work environment. According to Suyadi (2008) performance is the result of work that can be achieved by a person or group of people in one organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization concerned legally, without breaking the law and in accordance with the morals and ethics of the agency in achieving the goals set. determined by the agency. Below is a framework to outline the conceptual flow related to this research.

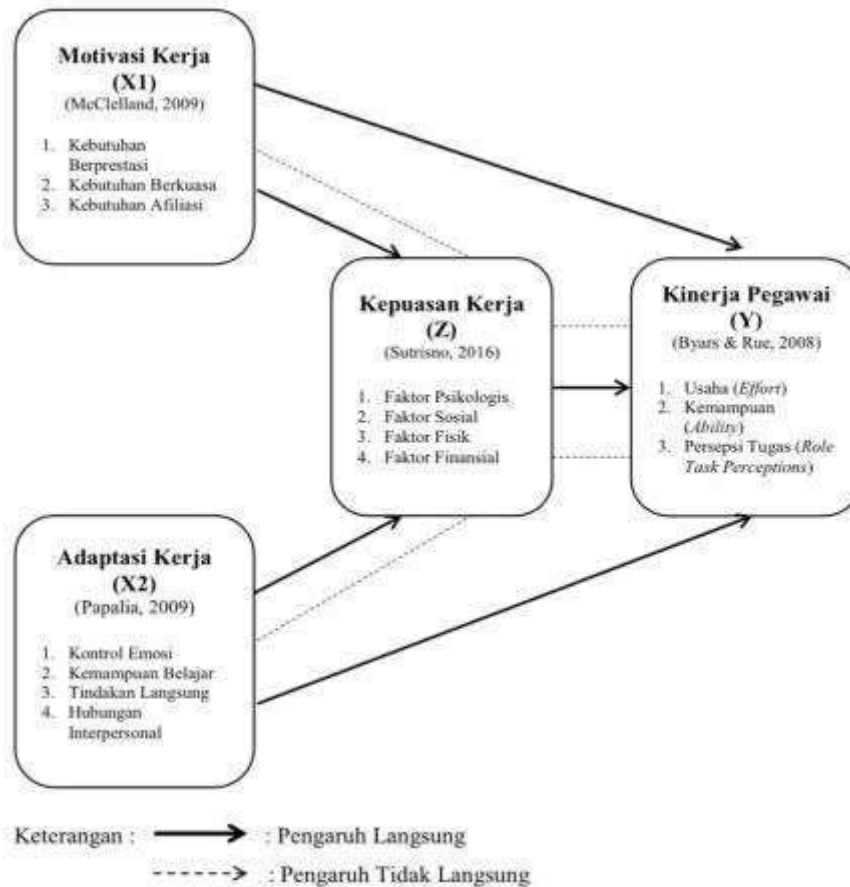


Figure 1. Framework of Thought

Based on the phenomena and explanation of the framework above, the hypothesis in this research is as follows:

1. Work motivation has a positive and significant effect on the performance of Bank Indonesia *outsourcing employees* in Central Sulawesi Province
2. Work adaptation has a positive and significant effect on the performance of Bank Indonesia *outsourcing employees* in Central Sulawesi Province
3. Work motivation has a positive and significant effect on job satisfaction of Bank Indonesia *outsourcing employees* in Central Sulawesi Province
4. Work adaptation has a positive and significant effect on job satisfaction of Bank Indonesia *outsourcing employees* in Central Sulawesi Province
5. Job satisfaction has a positive and significant effect on the performance of Bank Indonesia *outsourcing employees* in Central Sulawesi Province
6. Work motivation indirectly has a positive and significant effect on employee performance through job satisfaction Bank Indonesia *outsourcing employee*, Central Sulawesi Province
7. Work adaptation indirectly has a positive and significant effect on employee performance through job satisfaction Bank Indonesia *outsourcing employee*, Central Sulawesi Province

RESEARCH METHODS

This type of research is quantitative descriptive. Descriptive research is generally still *exploratory in nature*, the results of this research are still in the form of hypotheses which still require testing for their truth in further research. In this research, descriptive analysis is used to find out how work motivation and work adaptation influence employee performance through job satisfaction Bank Indonesia *outsourcing* employee, Central Sulawesi Province. The causal approach is used to prove a cause and effect relationship, the independent variable influences the dependent variable (Sugiyono, 2018). This research was conducted at Bank Indonesia, Central Sulawesi Province, Jl. Samratulangi No. 23, West Besusu, East Palu District, Palu City. This research was carried out in February-April 2023 and lasted for 3 months. The population in this study were 70 outsourced employees in the bank. The sampling technique to determine the sample used in this research was a saturated *sampling technique* (census). Saturated *sampling* is a sampling method when all members of the population are sampled. This is often done when the population is relatively small.

The types of data in this research are qualitative and quantitative data. Qualitative data is those in the form of words, schemes and images. The types of qualitative data include nominal data scale used as a distinction based on type or something. Meanwhile, quantitative data is data in the form of numbers or *scoring*. The data sources in this research are primary data and secondary data. Primary data was data obtained directly from the responses of Bank Indonesia *outsourcing employees* in Central Sulawesi Province. Regarding the objects studied, namely the variables of work motivation, work adaptation, job satisfaction and employee performance, through distributing questionnaires, interviews and observations. Meanwhile, secondary data is data obtained from books (libraries) or other parties who provide data that is closely related to the object of research objectives, for example accountability reports. Secondary data in this research includes a brief history and organizational structure, articles, aspects and other literature.

Data collection techniques in this research were carried out by interviews, observation, questionnaires and documentation. Interviews were conducted to obtain data needed for research, such as data on *outsourcing employees* and data on phenomena that have occurred in Bank Indonesia, Central Sulawesi Province. Observations, in this case, Bank Indonesia *outsourcing employees* from Central Sulawesi Province who were selected as the next sample were used as respondents. A questionnaire is a data collection method by providing or distributing a list of questions/statements to respondents in the hope of providing responses or a list of questions related to research variables. Documentation is a method of collecting data by using various pictures of the Central Sulawesi Province Bank Indonesia office which are considered to be related to and support this research. The data analysis technique used in this research is SEM-PLS (*Partial Least Square*). *Partial Least Square (PLS)* analysis is carried out in several stages, namely *outer model* and *inner model*. According to Ghazali, (2016) *outer model* analysis defines how each indicator block is related to its latent variables and *the inner model* describes the relationship model between latent variables which is formed based on the substance of the theory.

RESULTS AND DISCUSSION

DESCRIPTION OF RESULTS

PARTIAL LEAST SQUARE (PLS) ANALYSIS

OUTER MODEL ANALYSIS

1. Convergent Validity

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the statements in the questionnaire are able to reveal something that the questionnaire will measure. The convergent validity test in PLS with reflective indicators is assessed based on the average variance extracted *value*. An indicator is declared to meet *convergent validity* in the good category if the *outer loading value* is > 0.7 . If the *outer loading value* is < 0.7 then the indicator is removed from the measurement model.

Table 1. Loading Factor

Indicator	Work motivation (X1)	Work Adaptation (X2)	Employee Performance (Y)	Job Satisfaction (Z)
X1.1	0.811			
X1.2	0.741			
X1.3	0.821			
X1.4	0.779			
X1.5	0.784			
X1.6	0.744			
X1.7	0.764			
X1.8	0.806			
X1.9	0.803			
X1.10	0.796			
X1.11	0.789			
X1.12	0.801			
X1.13	0.768			
X1.14	0.758			
X1.15	0.781			
X1.16	0.725			
X1.17	0.783			
X2.1		0.765		
X2.2		0.803		
X2.3		0.858		
X2.4		0.845		
X2.5		0.876		
X2.6		0.869		
X2.7		0.924		
X2.8		0.831		
X2.9		0.907		
X2.10		0.847		
X2.11		0.864		
X2.12		0.881		
X2.13		0.876		
X2.14		0.880		
X2.15		0.843		
Y.1			0.748	
Y.2			0.784	
Y.3			0.741	
Y.4			0.803	
Y.5			0.887	
Y.6			0.906	
Y.7			0.878	
Y.8			0.816	
Y.9			0.849	
Y.10			0.856	
Y.11			0.813	
Z.1				0.853

Indicator	Work motivation (X1)	Work Adaptation (X2)	Employee Performance (Y)	Job Satisfaction (Z)
Z.2				0.807
Z.3				0.859
Z.4				0.789
Z.5				0.766
Z.6				0.759
Z.7				0.800
Z.8				0.881
Z.9				0.802
Z.10				0.813
Z.11				0.791
Z.12				0.792
Z.13				0.859
Z.14				0.820
Z.15				0.829
Z.16				0.824
Z.17				0.805
Z.18				0.837
Z.19				0.806
Z.20				0.749
Z.21				0.829
Z.22				0.769
Z.23				0.736
Z.24				0.788
Z.25				0.768

Source: Processed Primary Data, (2023)

Based on the table above, it shows that all indicators for each variable can be declared valid because the *outer loading value* is > 0.7 . In this way, all indicators can be used to measure variables and can be continued in further analysis. The following are the AVE values for each variable used in this research:

Table 2. Average Variant Extracted (AVE)

Variable	AVE value	Rule of Thumb	Information
Work motivation (X1)	0.608	> 0.50	Valid
Work Adaptation (X2)	0.738	> 0.50	Valid
Employee Performance (Y)	0.684	> 0.50	Valid
Job satisfaction (Z)	0.650	> 0.50	Valid

Source: Processed Primary Data, (2023)

Based on the data in the table above, it is known that the AVE value for each variable is > 0.50 . So it can be stated that each variable in this study has met the criteria and is categorized as good.

2. Discriminant Validity

Evaluation of *discriminant validity* The aim is to find out whether the construct has adequate discriminant, namely by comparing the loading value on the targeted construct which must be greater than the *loading value* of the other construct. *Discriminant validity* can be seen by using the *Fornell Larcker* criteria method for each correlation between a latent construct and other latent constructs. The following are *Fornell Larcker's* criteria in this research:

Table 3. Fornell Larcker criteria

Variable	Work motivation (X1)	Work Adaptation (X2)	Employee Performance (Y)	Job satisfaction (Z)
Work Motivation (X1)	0.780			
Work Adaptation (X2)	0.442	0.859		
Employee Performance (Y)	0.684	0.638	0.827	
Job Satisfaction (Z)	0.712	0.613	0.782	0.806

Source: Processed Primary Data, (2023)

Based on the table above, it shows that each statement indicator has the highest *loading factor value* on the latent construct tested on other latent constructs. This means that each statement indicator is able to predict each latent construct well, in other words the discriminant validity is valid. So it can be concluded that all latent constructs meet the *discriminant validity criteria*.

3. Composite Reliability

The reliability test in this research aims to measure a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable or reliable if a person's (respondent's) answer to a statement is consistent or stable over time. The construct reliability test can be measured using two criteria, namely *composite reliability* and *Cronbach's alpha*. This *composite reliability* assessment is carried out by looking at the *output from the latent variable coefficients view*. A construct is declared reliable if it shows a *Cronbach's alpha value* > 0.60 and a *composite reliability value* > 0.70. Results of *composite reliability* testing in research can be seen in the following table:

Table 4. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's alpha	Composite Reliability
Work Motivation (X1)	0.960	0.960
Work Adaptation (X2)	0.974	0.976
Employee Performance (Y)	0.953	0.956
Job Satisfaction (Z)	0.977	0.978

Source: Processed Primary Data, (2023)

Based on the table above, it can be seen that the *Cronbach's alpha value* for all research variables has a value of > 0.60 and the *composite reliability value* all research variables have values > 0.70. These results indicate that each variable has met the requirements for *Cronbach's alpha* and *composite reliability values*, so it can be concluded that all variables have a good level of reliability.

INNER MODEL ANALYSIS

Inner model testing is a structural model for prediction causal relationship between variables. This research, in hypothesis testing using the *Partial Least Square (PLS)* analysis technique with the SmartPLS 4.0 program. Evaluation of the PLS structural model begins by looking at the *R-square* of each dependent latent variable. The table below is the *R-square value* using PLS.

Table 5. R-Square Value

Variable	R-square
Job Satisfaction (Z)	0.618
Employee Performance (Y)	0.684

Source: Processed Primary Data, (2023)

Based on the table above, the *R-square value* for the job satisfaction variable (Z) is 0.618. So it can be concluded that the influence of the variables work motivation (X1) and work adaptation (X2) on job

satisfaction (Z) is 61.8% while the remaining 38.2% is explained by other variables not used in this research model. This means that the influence of work motivation and work adaptation on job satisfaction of Bank Indonesia *outsourcing employees* in Central Sulawesi Province is greater than the influence of other variables not included in this research. The *R-square value* of the employee performance variable (Y) is 0.684. The *R-square value* of employee performance shows that the influence of the variables work motivation (X1), work adaptation (X2) and job satisfaction (Z) on employee performance (Y) is 68.4% while the remaining 31.6% is explained by other variables. which is not used in this research model. This means that the influence of work motivation, work adaptation and job satisfaction on the performance of Bank Indonesia *outsourcing employees* in Central Sulawesi Province is greater than the influence of other variables not included in this research.

The *goodness of fit* assessment is known from the *Q-Square value*. The *Q-Square* value has the same meaning as the *determination coefficient (R-Square)* in regression analysis. where the higher the *Q-Square* (closer to 1), the model can be said to be better or more *fit* to the data. The results of calculating the *Q-Square value* are as follows following:

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\
 &= 1 - [(1 - 0.618) \times (1 - 0.684)] \\
 &= 1 - (0.382 \times 0.316) \\
 &= 1 - 0.121 \\
 &= 0.879
 \end{aligned}$$

Based on the calculation results above, the *Q-Square value* is 0.879. This shows that the large diversity of research data that can be explained by this research model is 87.9%. Meanwhile, the remaining 12.1% is explained by other factors outside this research model. This means that the diversity of data from this research model is greater than the diversity of data from outside this research model. Thus, from these results, this research model can be stated to have good *goodness of fit*.

HYPOTHESIS TEST

Hypothesis testing is carried out to prove the validity of research allegations or hypotheses. The results of the data processing carried out in this research can be used to answer the hypotheses in this research. Hypothesis testing in this research was carried out to see the *T-statistics* and *P-values*. The research hypothesis can be declared accepted if the *P-values* < 0.05, otherwise > 0.05 the hypothesis is rejected. Based on a sample size of 100 respondents, the T-table distribution value was obtained of 1.96. Thus, a hypothesis is accepted if the *T-statistic value* is > 1.96. and vice versa, a hypothesis is rejected if the *T-statistic value* is < 1.96. The following is a table of hypothesis testing results obtained in this research:

Table 6. Results of Direct Effects and Indirect Effects between Variables

Relationships Between Constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
X1 → Y	0.255	0.257	0.130	1,967	0.049	Significant
X2 → Y	0.251	0.249	0.109	2,297	0.022	Significant
X1 → Z	0.548	0.546	0.113	4,833	0,000	Significant
X2 → Z	0.371	0.376	0.101	3,662	0,000	Significant
Z → Y	0.447	0.450	0.170	2,628	0.009	Significant
X1 → Z → Y	0.245	0.246	0.108	2,274	0.023	Significant
X2 → Z → Y	0.166	0.169	0.080	2,076	0.038	Significant

Source: Processed Primary Data, (2023)

Based on the table above, the results of the direct influence and indirect influence between variables, of the seven relationships between constructs, it can be seen that all of them have a positive and significant influence. So, all over The hypothesis in this research **is accepted**.

DISCUSSION

Outsourcing Employee Performance Bank Indonesia Central Sulawesi Province

Based on the results of hypothesis testing, it shows that work motivation has a positive and significant effect on the performance of *outsourced employees* Bank Indonesia Central Sulawesi Province . This shows that the dimensions contained in work motivation, namely the need for achievement , the need for power and the need for affiliation , are intrinsic motivation because this motivation arises from within each employee, even though employees are not motivated by their superiors, it boosts employee morale. will still emerge from within each employee which is a necessity for human life. Increasing work motivation for employees will improve the performance of *outsourcing employees* Bank Indonesia Central Sulawesi Province .

Work motivation for employees can improve employee performance so that the vision and mission of Bank Indonesia Central Sulawesi Province can be achieved . Without motivation from superiors to each employee, there tend to be many employees who are not enthusiastic about carrying out their daily work, this has an effect or becomes something that hinders the achievement of agency goals. Motivation is a potential force that exists within a human being that can be developed independently or developed by a number of external forces that can influence the results of his performance positively or negatively.

The results of this research are in line with research conducted by Ghozali (2017) which states that work motivation has a significant effect on employee performance at the Banjar Regency Ministry of Religion Office. Motivation is the willingness to expend a high level of effort for organizational goals that is conditioned by the ability of that effort to meet some individual needs. Increasing motivation can be done through individual employees by increasing intrinsic motivation in the form of responsibility for carrying out their duties, recognition of the success of carrying out their duties and developing their careers.

Outsourcing Employee Performance Bank Indonesia Central Sulawesi Province

Based on the results of hypothesis testing, it shows that work adaptation has a positive and significant effect on the performance of *outsourced employees* Bank Indonesia Central Sulawesi Province . This shows that work adaptation can influence the performance of *outsourced employees* Bank Indonesia Central Sulawesi Province . Increasing employee work adaptation will improve the performance of *outsourced employees* Bank Indonesia Central Sulawesi Province .

The work adaptability of several *outsourced employees* who underwent internal transfers (*rolling*) found that employees had to adapt to the type of work they were responsible for. Employees who are less able to adapt result in less than optimal performance, such as unfinished tasks and are at risk of high workloads. Employees who are able to adapt to the work responsibilities they are responsible for will create good work motivation so that performance is carried out optimally.

The results of this research are in line with research conducted by Sutrisno and Kurniawan, (2020) which states that work adaptation has a significant effect on employee performance at PGRI University Semarang . Employee adaptation in an organization/company will influence the employee's performance.

Outsourcing Employees' Job Satisfaction Bank Indonesia Central Sulawesi Province

Based on the results of hypothesis testing, it shows that work motivation has a positive and significant effect on job satisfaction of *outsourcing employees* Bank Indonesia Central Sulawesi Province . This shows that the dimensions contained in work motivation, namely the need for achievement , the need for power and the need for affiliation , are intrinsic motivation because this motivation arises from within each employee, even though employees are not motivated by their superiors, it boosts employee morale. will still emerge from within each employee which is a necessity

for human life. Increasing work motivation for employees will increase job satisfaction of *outsourcing employees* Bank Indonesia Central Sulawesi Province .

Work motivation is a very important thing for Bank Indonesia Central Sulawesi Province to pay attention to if it wants every employee to make a positive contribution to achieving the agency's goals. Because with motivation, an employee will have high enthusiasm in carrying out the tasks assigned to him. Even if an employee has good operational skills, if he does not have motivation to work, the final results of his work will not be satisfactory. Employees really need work motivation to do a job so that enthusiasm or enthusiasm arises at work. Every employee has different work motivations in their work, some want an award given by the agency and a sense of satisfaction in doing a job that can only be felt by themselves.

The results of this research are in line with research conducted by Mubaroqah and Yusuf, (2020) which states that work motivation has a significant effect on employee job satisfaction at the Bima City Agriculture Service. Motivation is important for organizations, because it is the cause and supporter of human behavior so that they are willing to work hard and enthusiastically in achieving optimal results in accordance with what was expected by the previous agency.

Work Adaptation on Job Satisfaction of *Outsourcing Employees* Bank Indonesia Central Sulawesi Province

Based on the results of hypothesis testing, it shows that work adaptation has a positive and significant effect on job satisfaction of *outsourcing employees* Bank Indonesia Central Sulawesi Province . This shows that work adaptation can influence *outsourcing employee satisfaction* Bank Indonesia Central Sulawesi Province . The higher the employee's work adaptation, the greater the level of job satisfaction of *outsourcing employees* Bank Indonesia Central Sulawesi Province .

Work adaptation is an adjustment made by *outsourced employees* Bank Indonesia Central Sulawesi Province in react to demands from within the agency or situations from outside the agency. Adaptation self in The work environment is a dynamic process that aims to change life behavior of *outsourced employees* so that there is a more appropriate relationship between themselves and environment Work. *Outsourced employees'* work adaptability Bank Indonesia Central Sulawesi Province is a compensation resource that provides them with positive challenges and interesting activities in their current job situation and thereby increases their job satisfaction.

The results of this research are in line with research conducted by Handayani, (2014) , which states that work adaptation has a significant effect on job satisfaction for private, BUMN and PNS employees (except civil servants). teaching and medical) .

Job Satisfaction on *Outsourcing Employee Performance* Bank Indonesia Central Sulawesi Province

Based on the results of hypothesis testing, it shows that job satisfaction has a positive and significant effect on the performance of *outsourced employees* Bank Indonesia Central Sulawesi Province . This shows that job satisfaction can influence the performance of *outsourced employees* Bank Indonesia Central Sulawesi Province . The higher the level of employee job satisfaction, the greater the performance of *outsourcing employees* will increase Bank Indonesia Central Sulawesi Province .

Job satisfaction is an important thing for every *outsourcing employee* Bank Indonesia Central Sulawesi Province at work. A high level of job satisfaction will influence *outsourcing employees* in completing their work, so that the vision and mission of Bank Indonesia Central Sulawesi Province can be achieved well. Likewise, on the contrary, low job satisfaction from *outsourced employees* will reduce the effectiveness and efficiency of their work so that the agency's goals cannot be achieved properly. *Outsourced employees* are required to always have extensive skills and knowledge, but agencies will still look for superior candidates to occupy better positions according to their competencies.

The results of this research are in line with research conducted by Ghozali, (2017) which states that job satisfaction has a significant effect on employee performance at the Banjar Regency Ministry of Religion Office.

Outsourcing Employee Job Satisfaction Bank Indonesia Central Sulawesi Province

Based on the results of hypothesis testing, it shows that work motivation indirectly has a positive and significant effect on employee performance through job satisfaction of *outsourcing employees* Bank Indonesia Central Sulawesi Province . This shows that work motivation can indirectly influence employee performance through job satisfaction of *outsourced employees* Bank Indonesia Central Sulawesi Province . Increasing work motivation for employees will increase job satisfaction and performance of *outsourced employees* Bank Indonesia Central Sulawesi Province .

Work motivation for employees can increase the level of job satisfaction and employee performance so that the vision and mission of Bank Indonesia Central Sulawesi Province can be achieved . Without motivation from superiors to each employee, there tend to be many employees who are not enthusiastic about carrying out their daily work, this has an effect or becomes something that hinders the achievement of agency goals. Motivation is a potential force that exists within a human being that can be developed independently or developed by a number of external forces that can influence the level of job satisfaction and performance results positively or negatively.

The results of this research are in line with research conducted by Setyowati, (2018) shows that work motivation indirectly has a positive and significant effect on employee performance which is mediated by job satisfaction of Batu City Communication and Information Service employees.

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Based on the results of hypothesis testing, it shows that work adaptation indirectly has a positive and significant effect on employee performance through job satisfaction of *outsourced employees* Bank Indonesia Central Sulawesi Province . This shows that work adaptation can indirectly influence employee performance through job satisfaction of *outsourced employees* Bank Indonesia Central Sulawesi Province . The higher the employee's work adaptation, the greater the level of job satisfaction and increased performance of the *outsourced employee* Bank Indonesia Central Sulawesi Province .

Work adaptation is an adjustment made by *outsourced employees* Bank Indonesia Central Sulawesi Province in carry out work demands from within the agency or situations from outside the agency. *Outsourced employees'* work adaptability Bank Indonesia Central Sulawesi Province is a compensation resource that provides them with positive challenges and interesting activities in their current job situation and thereby increases their job satisfaction and performance of *outsourced employees* Bank Indonesia Central Sulawesi Province .

The results of this research are in line with research conducted by Sutrisno and Kurniawan, (2020) stated that work adaptation indirectly has a positive and significant effect on employee performance through job satisfaction at PGRI University Semarang . Employee adaptation in an organization/institution will influence the employee's job satisfaction and performance.

CONCLUSION

Based on the research results and discussions that have been described, conclusions can be drawn in this research, namely Work motivation has a positive and significant effect on the performance of Bank Indonesia *outsourcing employees* in Central Sulawesi Province. Work adaptation has a positive and significant effect on the performance of Bank Indonesia *outsourcing employees* in Central Sulawesi Province. Work motivation has a positive and significant effect on job satisfaction of Bank Indonesia *outsourcing employees* in Central Sulawesi Province. Work adaptation has a positive and significant effect on job satisfaction of Bank Indonesia *outsourcing employees* in Central Sulawesi Province. Job satisfaction has a positive and significant effect on the performance of Bank Indonesia *outsourcing employees* in Central Sulawesi Province. Work motivation indirectly has a positive and significant effect on employee performance through job satisfaction of Bank Indonesia *outsourcing employees* in

Central Sulawesi Province. Work adaptation indirectly has a positive and significant effect on employee performance through job satisfaction of Bank Indonesia *outsourcing employees* in Central Sulawesi Province.

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