

The Effect Of Work Motivation And Job Satisfaction On Employee Performance at PT. Duta Karya Bersatu Surabaya.

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Abstract

This research seeks to investigate the relationships between employee performance (Y), job satisfaction (X2), and work motivation (X1) at PT. Duta Karya Bersatu Surabaya. A quantitative approach was taken in this investigation. The saturated sampling technique, which involves collecting samples from 30 individuals, is applied to the population, which consists of all PT. Duta Karya Bersatu Surabaya personnel. The findings of multiple linear regression analysis demonstrated that work motivation (X1) and job satisfaction (X2), both alone and in combination, had a substantial influence on employee performance (Y). The study's findings demonstrated a strong and favorable correlation between worker performance (Y), job satisfaction (X2), and employee motivation (X1). In addition, work motivation (X1) and job satisfaction (X2) have a good and significant influence on employee performance (Y) at PT. Duta Karya Bersatu Surabaya.

Keywords: Employee Performance; Job Happiness; Motivation At Work

1. Introduction

The development of today's business environment continues to move dynamically, requiring companies to adapt to the changes that occur. One of the main factors in dealing with this dynamic is technological developments, which play an important role in improving the effectiveness of business operations (Dinda, 2024). Technological advancements not only accelerate business processes, but also change the way companies manage their resources, especially human resources which are the most valuable assets in an organization. According to Barney (1991) in the Resource-Based View (RBV) theory, quality human resources are one of the competitive advantages that are difficult for competitors to imitate (Kholik & Laeli, 2020). Therefore, companies must pay more attention to the aspect of human resource management to ensure their sustainability and competitiveness in the market.

Employee performance is a crucial factor in determining the success of an organization, because performance reflects the real behavior of individuals in carrying out their duties and responsibilities at work. Optimal performance not only supports the achievement of the company's goals, but also ensures long-term operational continuity. In the Goal-Setting theory put forward by Locke and Latham (1990) in the book written by Yadnya et al (2022), clear and challenging work goals can increase employee motivation and performance because they provide direction and achievement standards that can be pursued. Therefore, companies need to provide motivation that is in accordance with the main needs of employees, including physiological needs and other needs that contribute to their well-being. This is in



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line with Maslow's (1943) Hierarchy of Needs theory in Sari & Dwiarti (2018), which states that basic human needs must be met before a person can achieve a higher level of self-actualization, including in the world of work.

Motivation is an impulse that moves a person to improve their performance in order to achieve or even exceed the targets set by the organization. Motivation has an important role in shaping work behavior, directing employee energy, and maintaining high work morale. The Self-Determination Theory developed by Deci and Ryan (1985) explains that intrinsic motivation, such as belonging, competence, and autonomy, is more effective in improving performance than extrinsic motivation that relies solely on incentives or punishments. Good motivation encourages individuals to work diligently and with dedication to achieve maximum results. According to Kusmiati et al (2022), the purpose of providing motivation is to foster employee enthusiasm and work ethic, increase their morale and job satisfaction, and encourage increased productivity.

One of the factors closely related to motivation is job satisfaction. Job satisfaction is a reflection of employees' attitudes towards their work which is formed based on various aspects of the work environment. Locke (1976) in the Range of Affect Theory states that job satisfaction is influenced by the conformity between employee expectations and the reality they experience at work. When employees are satisfied with their work, they tend to show higher commitment, have loyalty to the company, and contribute optimally in achieving organizational goals. A study conducted by Usman et al (2023) found a significant positive relationship between job satisfaction and employee performance, showing that more satisfied employees tend to have better job performance. Therefore, companies need to create a conducive work environment, pay attention to the needs of employees, and provide appropriate rewards as a form of appreciation for their contributions. Thus, the combination of the right motivation and a high level of job satisfaction will contribute significantly to improving employee performance and supporting the company's sustainable growth.

In addition to motivation and job satisfaction, leadership factors also have a significant influence on employee performance. The leadership style implemented in an organization can affect how employees respond to their tasks and responsibilities. The Transformational Leadership Theory put forward by Bass and Avolio (1994) states that leaders who are visionary and able to inspire their subordinates will encourage significant performance improvement. Leaders who provide clear direction, build good relationships with employees, and encourage innovation and creativity can increase employee morale and loyalty to the company. A study conducted by Sumrahadi et al (2019) also showed that transformational leadership has a strong positive correlation with job satisfaction, motivation, and employee performance. Therefore, companies need to develop effective leadership strategies to ensure that employees get the direction and support they need to achieve peak performance (Nahak & Ellitan, 2023).

In addition, a conducive work environment also plays an important role in determining employee motivation, satisfaction, and performance. Based on the Job Demands-Resources (JD-R) theory developed by Bakker and Demerouti (2007) in Muhammad Ali et al (2021), the balance between job demands and available resources greatly determines employee welfare and productivity. A comfortable work environment, work-life balance, and the availability of adequate social facilities and support can increase employee engagement and reduce work stress levels. A study conducted by Pratiwi & Rizky (2024) found that a supportive work environment contributes to increased employee engagement, which ultimately has a positive impact on their performance. Therefore, companies must ensure that the policies and work culture implemented are able to create a positive and productive atmosphere for all employees. By paying attention to these various factors, the company's motivation, job satisfaction, leadership, and work environment can increase competitiveness and ensure the sustainability of its operations in the long term..

2. Method, Data, and Analysis

This research utilized a quantitative approach. As described by Sugiyono (2017:8), this method is grounded in positivist philosophy and is employed to analyze numerical or statistical data to test



hypotheses, examine specific populations or samples, and gather information using research tools. The focus of this study was PT. Duta Karya Bersatu Surabaya. The study's sample consisted of thirty employees from PT. Duta Karya Bersatu Surabaya, representing the entire population of employees at the company. In this study, primary data collection methods were used to gather information. A Google Form was employed to administer the questionnaire as part of the data analysis process. Besides using multiple linear regression analysis, the study incorporated t-tests, F-tests, and evaluations of the coefficient of determination to assess the research instruments. It also conducted tests for validity, reliability, normality, multicollinearity, and heteroscedasticity..

3. Results

Results from the study contain data on factors related to work motivation and job satisfaction as well as characteristics of the respondents. Based on factors related to employee performance. Data taken from the variables above were obtained from 30 respondents.

Respondent identity

A person's behavior can vary depending on their gender in general. Gender can frequently be a differentiator in the tasks that people perform in their line of employment. The following is how respondent data is presented according to gender:

Table 1 Respondent identity

Gender	Frequency (People)	Percentage (%)
Man	21	70%
Woman	9	30%
Amount	30	100%

Source: Processed primary data

According to the above data, male respondents made up the majority of the sample (21 individuals, or 70%), while female respondents made up the smallest percentage (9 individuals, or 30%).

Results from the Multiple Linear Regression Analysis

As stated by Sugiyono (2019:275), researchers can employ multiple linear regression analysis to predict variations in the dependent variable. When multiple variables are involved, the value of the independent variable as a predictor can either increase or decrease, affecting the dependent variable accordingly. Refer to the following table to learn the multiple linear analysis results :

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	9,676	2,325		4,161	,000
	X1	,184	,078	,369	2,368	,025



X2	,324	,121	,417	2,676	,012
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a. Dependent Variable: Y

$$Y = 9,676 + 0,184X_1 + 0,324X_2 + e$$

Based on the statistics of the regression model mentioned above, it can be understood as follows:

1. Constant of 9,676
This suggests that employee performance (Y) is 3.225 assuming constant levels of job satisfaction (X2) and work motivation (X1). According to this, having high levels of job satisfaction (X2) and work motivation (X1) will result in a positive value and boost employee performance (Y) by 9.676 units.
2. The variable of work motivation (X1) has a regression coefficient of 0.184.
This indicates that Employee Performance (Y) is predicted to rise by 0.184 units for every unit increase in Work Motivation (X1), presuming that the other independent variables' values remain unchanged.
3. For the Job Satisfaction measure (X2), the regression coefficient is 0.324.
Put another way, provided the values of the other independent variables stay constant, Employee Performance (Y) will increase by 0.324 units for every unit increase in Job Satisfaction (X2).

t-Test Results

The subordinate variable may be appeared to have noteworthy halfway impacts from each free variable, and the autonomous variable with the biggest impact on the subordinate variable can be found utilizing the t-test. This approach is based on Sugiyono's assertion (2008:184), which informed the use of the following formula in the investigation :

$$t = \frac{r_{P\sqrt{n-3}}}{\sqrt{1 - r_{P2}}}$$

Information :

r_P = Partial Correlation Found

n = Amount

t = The t count and t table are then contrasted.

T Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	9,676	2,325		4,161	,000
	X1	,184	,078	,369	2,368	,025
	X2	,324	,121	,417	2,676	,012



a. Dependent Variable: Y

It can be understood by comparing the t table and using the computed t value from the above table:

- Work inspiration affects worker execution, according to the computations, since the t value of 2.368 is more than the t table value of 2.055. As a result, H0 is rejected with a chance price of $0.025 < 0.05$, at the same time as the Work Motivation variable (X1) is commonplace at a big stage of 5% insofar because it influences Employee Performance (Y).
- The aforementioned analysis indicates that job happiness has an impact on employee performance because the t-count value of 2.676 is more than the t-table value of 2.055. In conclusion, the Job Satisfaction variable (X1) is authorized at a significant level of 5% if it significantly influences Employee Performance (Y), while H0 is denied with a probability value of $0.012 < 0.05$.

f Test Results

The study's independent variables, work motivation (X1) and job satisfaction (X2), are tested for significance using a regression equation test known as the simultaneous test (f). The test's result is the dependent variable, employee performance (Y). According to Sugiyono (2008:192), a simultaneous test is conducted using the following formula:

$$F_{hitung} = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$

Information :

F = F count to be compared with the table

R^2 = Coefficient of multiple correlation

k = The quantity of independent variables

n = Quantity of samples

f Test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22,009	2	11,004	8,076	,002 ^b
	Residual	36,791	27	1,363		
	Total	58,800	29			



- a. Dependent Variable: Y
- b. Predictors: (Constant), X2, X1

According to the preceding data, Fcount ($8.076 \geq 3.37$) is bigger than Ftable. Since H0 is rejected at a significance level of 5%, it may be inferred that the independent components, work motivation (X1) and job satisfaction (X2), significantly affect the dependent variable, employee performance (Y).

The determination coefficient test's outcomes.

The determination coefficient test's outcomes

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,612 ^a	,374	,328	1,167

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

The preceding table shows that the R square value is 0.374. Chin in Syaifullah & Ramdany, (2020) says that an item is considered strong if its R square value is more than 0.67. The value is classified as weak if it falls between 0.19 and 0.33; otherwise, it is classified as moderate. A moderate level is indicated by the R-squared value of 0.374%, which suggests that employee performance at PT. Duta Karya Bersatu Surabaya is positively impacted by work motivation (X1) and job satisfaction (X2). This indicates that 62.6% other variables or factors not included in the study determine the variance in employee performance, leaving these independent variables to explain 37.4% of the variance.

Analysis and interpretation of the results of multiple linear regression were done. The outcome of $Y = a + b_1X_1 + b_2X_2$ is thus visible to be $Y = 9.676 + 0.184X_1 + 0.324X_2$. The constant value (a) of 9.676 provides insight into the calculation's conclusions. The employee performance variable (Y) is 9.676 while work motivation (X1) and job satisfaction (X2) remain unchanged. The coefficient of positive regression for the Work Motivation variable (X1) is 0.184. If other independent variables, like job contentment, stay constant, employee performance (Y) should increase for each unit rise in the work incentive (X1), by 0.184 units. Also, the job satisfaction (X2) regression coefficient is 0.324, indicating a positive result. According to this, if other independent factors like work motivation are constant, there should be a 0.324-unit rise in the Employee Performance variable (Y) for every unit increase in Job Satisfaction (X2).

The study's conclusions show that the variable representing The correlation between employee performance and job motivation is 0.184. With an improvement in performance of 0.184 units for every unit rise in work motivation, this study shows a favorable link between employee performance and work motivation. The fact that the significance threshold of 0.025 is below 0.05 and the t-value of 2.368 is more than the t-table value of 2.055 indicates that work motivation (X1) has a significant influence on employee performance (Y).

It is established that, according to the results of the analysis, There is a 0.324 correlation between employee performance and job happiness. An increase of one job satisfaction unit will translate into a 0.324 unit gain in employee performance, Considering the correlation that has been seen between job satisfaction and performance. The difference between the t-count value of 2.676 and the t-table value of 2.055 is greater than the 0.05 significance level. As a result, employee performance is significantly affected by the work satisfaction variable (X2), albeit in a limited way.

What influences employee performance (Y) are the two elements that concurrently effect work motivation (X1) and job satisfaction (X2). Analysis and F test findings show that when work motivation

and job happiness rise at the same time, employee performance improves dramatically. Considering that the F_{count} (8.076) is greater than the F_{table} (3.37), These factors have a considerable impact on staff work, as demonstrated by the simultaneous test (F-test) findings with a significant value of 0.002.

The simultaneous F test criterion is as follows: at a 5% significance level, H_0 is rejected and H_1 is approved if F_{count} exceeds F_{table} . We provide an example of this. Consequently, it may be concluded that there is a considerable correlation between employee performance (Y), job satisfaction (X2), and work motivation (X1)..

Conclusion

The results of this study show that job satisfaction (X2) and work motivation (X1) have a significant and simultaneous influence on employee performance (Y) at PT. Dota Karya Bersatu Surabaya. Thus, increased work motivation accompanied by higher job satisfaction will have a positive impact on employee performance. The simultaneous test (F-test) supports these findings, with an F-count value greater than the F-table ($8.076 > 3.37$) and a significance value of 0.002, which confirms the simultaneous effect. In addition, the performance of employees (Y) at PT. Duta Karya Bersatu Surabaya is also significantly influenced by the work motivation variable (X1). This is shown by a t-count value of 2.368, which is greater than the t-table of 2.055, and a significance value of 0.025 which is smaller than 0.05, indicating that work motivation has an important role in improving employee performance. In addition, job satisfaction (X2) also has a significant effect on employee performance (Y). This is evidenced by a significance value of 0.012, which is smaller than 0.05, and a t-count value of 2.676 which is greater than the t-table of 2.055. Thus, both work motivation and job satisfaction contribute significantly to improving employee performance at PT. Ambassador of United Karya Surabaya.

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