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The Influence of Motivation and Job Satisfaction on Employee Performance at Segar Jaya Kuningan

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Abstract: *This study aims to examine the effects of motivation and job satisfaction on employee performance at PT Segar Jaya Kuningan, both partially and simultaneously. This research employed a quantitative associative method. The population consisted of all employees of PT Segar Jaya Kuningan, with a saturated sampling technique involving 60 respondents. The data analysis techniques included simple linear regression, multiple linear regression, correlation analysis, coefficient of determination, and partial and simultaneous hypothesis testing. The findings indicate that motivation has a positive and significant effect on employee performance, suggesting that stronger motivation encourages employees to perform their duties optimally and achieve organizational targets. Job satisfaction also has a positive and significant effect on employee performance, indicating that satisfaction with work and the working environment can encourage employees to improve work quality and responsibility. Simultaneously, motivation and job satisfaction have a positive and significant effect on employee performance at PT Segar Jaya Kuningan.*

Abstrak : *Tujuan penelitian ini adalah untuk mengetahui pengaruh motivasi dan kepuasan kerja terhadap kinerja karyawan pada PT Segar Jaya Kuningan, baik secara parsial maupun simultan. Metode penelitian yang digunakan adalah metode asosiatif kuantitatif. Populasi dalam penelitian ini adalah seluruh karyawan PT Segar Jaya Kuningan, dengan teknik pengambilan sampel menggunakan metode sampel jenuh sebanyak 60 responden. Metode analisis data meliputi regresi linier sederhana, regresi linier berganda, koefisien korelasi, koefisien determinasi, serta pengujian hipotesis secara parsial dan simultan. Hasil penelitian menunjukkan bahwa motivasi berpengaruh positif dan signifikan terhadap kinerja karyawan. Hal ini menunjukkan bahwa motivasi yang baik dapat mendorong karyawan untuk melaksanakan pekerjaan secara optimal dan mencapai target yang ditetapkan perusahaan. Kepuasan kerja juga berpengaruh positif dan signifikan terhadap kinerja karyawan. Temuan ini mengindikasikan bahwa kepuasan terhadap pekerjaan dan lingkungan kerja dapat mendorong karyawan untuk meningkatkan kualitas serta tanggung jawab dalam menjalankan tugasnya. Secara simultan, motivasi dan kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan pada PT Segar Jaya Kuningan.*

Keywords : *Motivation, Job Satisfaction, Employee Performance*

INTRODUCTION

Employee performance is a fundamental determinant of organizational effectiveness and sustainability because it reflects the extent to which employees contribute to the achievement of organizational goals. In an increasingly competitive business environment, organizations need

employees who can perform their responsibilities effectively, maintain work quality, and achieve established targets. Employee performance is not determined solely by employees' technical competencies but is also influenced by psychological and organizational factors, particularly work motivation and job satisfaction. These factors are important because they shape employees' willingness to exert effort, their attitudes toward work, and their commitment to completing assigned responsibilities. Andreas (2022) emphasizes the relevance of motivation and job satisfaction in understanding employee performance, while Kironowati and Yosepha (2025) identify these factors as important themes in the broader literature on employee performance.

Work motivation represents the internal and external forces that encourage employees to direct their efforts toward achieving work-related objectives. Employees with strong motivation are generally more willing to take responsibility, persist in completing tasks, and contribute to organizational productivity. Conversely, insufficient motivation may reduce employees' enthusiasm, initiative, and consistency in carrying out their duties. Previous studies have examined the relationship between work motivation and employee performance across different organizational settings. Riyanto et al. (2021) investigated the effects of work motivation and job satisfaction on employee performance while considering employee engagement as a mediating variable. Similarly, Latif and Adi (2022) examined work motivation, job satisfaction, and organizational commitment in relation to employee performance at PT Gasing Group in Makassar City. More recent research by Sunardi and Awaliah (2025) also focused on the relationship between motivation, job satisfaction, and employee performance. These studies demonstrate the continuing relevance of motivation as a factor in explaining employee performance across different organizational environments.

Job satisfaction is another important factor because it reflects employees' evaluation of their work experiences, including the responsibilities they perform, the rewards they receive, their relationships with colleagues and supervisors, and the conditions under which they work. Employees who experience greater job satisfaction may demonstrate more positive work attitudes, greater willingness to fulfill their responsibilities, and stronger engagement with organizational objectives. In contrast, dissatisfaction may weaken employees' enthusiasm and reduce their willingness to contribute beyond minimum work requirements. The relationship between job satisfaction and employee performance has been examined in various contexts, including the studies of Rivanto (2022), Calista and Bangun (2024), and Shofia and Trisnowati (2025). Although these studies provide an empirical basis for examining job satisfaction, differences in organizational characteristics and research settings indicate the importance of investigating whether the relationship also applies to employees in other organizations.

Motivation and job satisfaction may also be interrelated rather than operating as entirely independent factors. Motivation encourages employees to invest effort in their work, while job

satisfaction reflects their assessment of the outcomes and experiences associated with that work. When employees perceive that their efforts are meaningful and their work experiences meet their expectations, they may be more inclined to sustain their performance. Nevertheless, the relationship between these factors and performance may vary according to organizational conditions, leadership practices, compensation systems, work environments, and employee characteristics. For example, Hardiyansyah et al. (2023) examined motivation and compensation in relation to employee performance through job satisfaction, while Hamdani (2024) investigated motivation and compensation with job satisfaction as an intervening variable. These studies illustrate that employee performance can be examined through different combinations of predictors and explanatory mechanisms.

Despite the growing body of research, several research gaps remain relevant to the present study. First, a contextual research gap exists because the cited studies examine different organizations and industries, including manufacturing, retail, public institutions, and other business settings. Findings from these settings cannot automatically be generalized to employees at Segar Jaya Kuningan without empirical examination. Second, a model-related research gap emerges from the diversity of variables used in previous studies. Some studies examine motivation and job satisfaction as direct predictors of performance, whereas others incorporate additional variables, such as employee engagement, organizational commitment, compensation, or work discipline (Faturrahman & Yuniawan, 2023; Antonius & Meria, 2025). Although these expanded models provide broader explanations, they also create an opportunity to examine the direct and simultaneous contributions of motivation and job satisfaction using a more focused research model. Third, an empirical gap remains in determining whether motivation and job satisfaction individually and jointly explain employee performance in the specific organizational setting of Segar Jaya Kuningan. This question requires direct testing rather than assuming that relationships identified in previous studies will produce identical results in a different organization.

The novelty of this study lies primarily in its empirical and contextual contribution, namely the examination of work motivation and job satisfaction as two independent variables that explain employee performance at Segar Jaya Kuningan. Rather than incorporating several mediating or moderating variables, this study focuses on identifying the individual and simultaneous contributions of these two factors. This focused approach is intended to provide organization-specific evidence that can help distinguish the contribution of employees' motivational conditions from their evaluations of job satisfaction. The novelty should therefore not be interpreted as the introduction of an entirely new theoretical relationship, since the relationships among motivation, job satisfaction, and employee performance have been discussed in previous research. Instead, its contribution is to test the applicability

of these established relationships in a specific organizational setting and provide evidence that may inform managerial decisions.

Based on these considerations, this study aims to analyze the influence of work motivation and job satisfaction on employee performance at Segar Jaya Kuningan, both partially and simultaneously. The study is expected to contribute to the employee performance literature by providing additional empirical evidence from an organizational setting that differs from those examined in previous studies. From a managerial perspective, the findings are expected to help the organization identify whether improving employee motivation, strengthening job satisfaction, or addressing both factors should become a priority in its efforts to improve employee performance. Accordingly, the study seeks to answer three research questions: (1) Does work motivation influence employee performance at Segar Jaya Kuningan? (2) Does job satisfaction influence employee performance at Segar Jaya Kuningan? and (3) Do work motivation and job satisfaction simultaneously influence employee performance at Segar Jaya Kuningan?.

METHOD

Employee performance is essential to organizational effectiveness and may be influenced by work motivation and job satisfaction. Previous studies have examined these relationships (Andreas, 2022; Riyanto et al., 2021; Calista & Bangun, 2024; Sunardi & Awaliah, 2025). However, evidence specific to Segar Jaya Kuningan remains limited, providing an opportunity to examine the individual and simultaneous effects of these factors. The novelty of this study lies in its empirical focus on their relationship with employee performance within this organization.

This study aims to examine the effects of work motivation and job satisfaction on employee performance at Segar Jaya Kuningan. It employs a quantitative associative research design using multiple linear regression analysis. The analytical procedures include descriptive statistics, validity and reliability tests, classical assumption tests, partial (t-test) and simultaneous (F-test) significance tests, and the coefficient of determination R-squared (R^2). The findings are expected to provide empirical evidence and practical insights for improving employee performance through effective motivational strategies and workplace satisfaction.

RESULTS AND DISCUSSION

As a preliminary analysis, the characteristics of the respondents are first presented based on the questionnaire responses provided by individuals who met the research criteria. As previously explained, this study involved 60 respondents who fulfilled the predetermined requirements. The respondents were then analyzed based on the key demographic information they provided.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percent (%)
Gender	Female	38	63.3
	Male	22	36.7
	Total	60	100.0
Age	Under 25 years	16	26.7
	25–30 years	23	38.3
	31–40 years	14	23.3
	Over 41 years	7	11.7
	Total	60	100.0
Education	Senior High School/Vocational School	35	58.3
	Diploma (D3)	6	10.0
	Bachelor's Degree (S1)	16	26.7
	Master's Degree (S2)	3	5.0
	Total	60	100.0
Length of Employment	Less than 1 year	6	10.0
	1–2 years	15	25.0
	3–4 years	29	48.3
	More than 5 years	10	16.7
	Total	60	100.0

Source: Data processed using SPSS 26 (2026)

Based on Table 1, the study involved 60 respondents with diverse demographic characteristics. In terms of gender, 38 respondents (63.3%) were female and 22 (36.7%) were male. Regarding age, the largest group consisted of respondents aged 25–30 years, totaling 23 people (38.3%), followed by those under 25 years (26.7%), aged 31–40 years (23.3%), and over 41 years (11.7%). In terms of education, most respondents had a senior high school or vocational school education, accounting for 35 people (58.3%), followed by bachelor's degree holders (26.7%), diploma holders (10.0%), and master's degree holders (5.0%). Regarding length of employment, the largest group had worked for 3–4 years, comprising 29 respondents (48.3%), followed by those with 1–2 years of experience (25.0%), more than 5 years (16.7%), and less than 1 year (10.0%). These characteristics provide an overview of the respondents' demographic and employment profiles.

Table 2 Multicollinearity Test Results

Statement	r-count X1	r-count X2	r-count Y	r-table	Decision
P1	0.598	0.649	0.895	0.254	Valid
P2	0.693	0.588	0.892	0.254	Valid
P3	0.692	0.747	0.674	0.254	Valid
P4	0.834	0.899	0.721	0.254	Valid
P5	0.836	0.730	0.864	0.254	Valid
P6	0.860	0.884	0.878	0.254	Valid
P7	0.897	0.871	0.882	0.254	Valid
P8	0.798	0.852	0.825	0.254	Valid
P9	0.633	0.773		0.254	Valid
P10	0.610	0.718		0.254	Valid

Source: Data processed using SPSS 26 (2026)

Based on Table 2, the validity test results indicate that all statement items for work motivation (X1), job satisfaction (X2), and employee performance (Y) are valid. The calculated correlation coefficients (r-count) for work motivation range from 0.598 to 0.897, job satisfaction ranges from 0.588 to 0.899, and employee performance ranges from 0.674 to 0.895. All values exceed the critical r-table value of 0.254. Therefore, all 28 questionnaire items meet the validity criteria and are suitable for measuring the research variables.

Table 3 Reliability Test Results

No.	Variable	Cronbach's Alpha	Criterion	Decision
1	Work Motivation (X1)	0.907	> 0.60	Reliable
2	Job Satisfaction (X2)	0.920	> 0.60	Reliable
3	Employee Performance (Y)	0.929	> 0.60	Reliable

Source: Data processed using SPSS 26 (2026)

Based on Table 3, the reliability test results indicate that all research variables meet the established reliability criteria, with Cronbach's alpha values exceeding 0.60. Work motivation (X1) has a Cronbach's alpha value of 0.907, job satisfaction (X2) has a value of 0.920, and employee performance (Y) has a value of 0.929. These results demonstrate that all three variables have good internal consistency and that the questionnaire items are reliable for measuring the research variables. Therefore, the research instrument is considered reliable and suitable for further statistical analysis.

Table 4 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters[a,b]	Mean	0,0000000
	Std. Deviation	4,23829619
Most Extreme Differences	Absolute	0,071
	Positive	0,043
	Negative	-0,071
Test Statistic		0,071
Asymp. Sig. (2-tailed)		,200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: Data processed using SPSS 26 (2026)

Based on Table 4, the One-Sample Kolmogorov–Smirnov test results show that the unstandardized residuals meet the normality assumption. The test was conducted on 60 observations, with a test statistic of 0.071 and an Asymp. Sig. (2-tailed) value of 0.200. Since the significance value is greater than 0.05, the residuals are considered normally distributed. Therefore, the data satisfy the normality assumption and are suitable for further analysis using multiple linear regression.

Table 5 Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10,582	2,473		4,279	0,000		
	Work Motivation	0,246	0,068	0,396	3,634	0,001	0,630	1,588
	Job Satisfaction	0,291	0,071	0,448	4,113	0,000	0,630	1,588

a. Dependent Variable: Employee Performance

Source: Data processed using SPSS 26 (2026)

Based on Table 5, the multicollinearity test results indicate that work motivation and job satisfaction do not exhibit multicollinearity. Both independent variables have a tolerance value of 0.630, which exceeds the threshold of 0.10, and a Variance Inflation Factor (VIF) value of 1.588, which is below the threshold of 10. These results indicate that there is no significant correlation between the independent variables that could distort the regression estimates. Therefore, the multicollinearity assumption is satisfied, and the data are suitable for further analysis using multiple linear regression to examine the effects of work motivation and job satisfaction on employee performance.

Table 6 Heteroskedasticity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,824	1,528		3,157	0,003
	Work Motivation	0,016	0,042	0,062	0,379	0,706
	Job Satisfaction	-0,055	0,044	-0,206	-1,256	0,214

a. Dependent Variable: AbsRes

Source: Data processed using SPSS 26 (2026)

Based on Table 6, the heteroskedasticity test results indicate that work motivation and job satisfaction do not exhibit heteroskedasticity. The significance value for work motivation is 0.706, while job satisfaction has a significance value of 0.214. Both values exceed the significance threshold of 0.05, indicating that neither independent variable significantly affects the absolute residuals. Therefore, the regression model satisfies the homoskedasticity assumption, meaning that the residual variance is considered constant across observations. Consequently, the model is suitable for further analysis using multiple linear regression to examine the effects of work motivation and job satisfaction on employee performance.

Table 7 Regression Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,582	2,473		4,279	0,000
	Work Motivation	0,246	0,068	0,396	3,634	0,001
	Job Satisfaction	0,291	0,071	0,448	4,113	0,000

a. Dependent Variable: Employee Performance

Source: Data processed using SPSS 26 (2026)

Based on Table 7, the multiple linear regression equation is $Y = 10.582 + 0.246X_1 + 0.291X_2$, where Y represents employee performance, X_1 represents work motivation, and X_2 represents job satisfaction. The constant value of 10.582 indicates that employee performance is predicted to be 10.582 when work motivation and job satisfaction are held constant at zero. The regression coefficient for work motivation is 0.246, indicating that a one-unit increase in work motivation is associated with a 0.246-unit increase in employee performance, assuming job satisfaction remains constant. Similarly, the coefficient for job satisfaction is 0.291, indicating that a one-unit increase in job satisfaction is associated with a 0.291-unit increase in employee performance, assuming work motivation remains constant. Both variables have positive and statistically significant effects on employee performance, as work motivation has a significance value of 0.001 and job satisfaction has a significance value of less than 0.001. These findings suggest that improvements in work motivation and job satisfaction are associated with higher employee performance.

Table 8 Partial Test Results (T-test)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,582	2,473		4,279	0,000
	Work Motivation	0,246	0,068	0,396	3,634	0,001
	Job Satisfaction	0,291	0,071	0,448	4,113	0,000

a. Dependent Variable: Employee Performance

Source: Data processed using SPSS 26 (2026).

The hypothesis testing results indicate that work motivation and job satisfaction have positive and significant effects on employee performance at PT Segar Jaya Kuningan. Work motivation has a positive and significant effect on employee performance, as indicated by a regression coefficient of 0.246, a t-value of 3.634, and a significance level of 0.001, which is below 0.05. Therefore, the first hypothesis is accepted. Job satisfaction also has a positive and significant effect on employee performance, with a regression coefficient of 0.291, a t-value of 4.113, and a significance level of less than 0.001. Therefore,

the second hypothesis is accepted. These findings suggest that higher work motivation and job satisfaction are associated with better employee performance. However, the simultaneous effect of both independent variables must be confirmed using the F-test results.

Table 9 Results of Simultaneous Test (F-test)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1427,157	2	713,579	38,378	,000[b]
	Residual	1059,826	57	18,593		
	Total	2486,983	59			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Job Satisfaction, Work Motivation

Source: Data processed using SPSS 26 (2026)

Based on the simultaneous test results presented in Table 9, the calculated F-statistic is 38.378, with a significance value of 0.000, which is below the 0.05 significance level. This indicates that work motivation and job satisfaction simultaneously have a positive and significant effect on employee performance at PT Segar Jaya Kuningan. Therefore, the hypothesis stating that work motivation and job satisfaction jointly affect employee performance is accepted. These findings demonstrate that improving employee performance requires attention to both work motivation and job satisfaction, as the two factors jointly contribute to explaining variations in employee performance.

The results indicate that work motivation has a positive and significant effect on employee performance at PT Segar Jaya Kuningan. This finding is supported by a regression coefficient of 0.246, a t-statistic of 3.634, and a significance value of 0.001, which is below 0.05. These results indicate that an increase in work motivation is associated with improved employee performance, assuming job satisfaction remains constant. Motivated employees tend to demonstrate greater enthusiasm, responsibility, and willingness to achieve organizational goals. This finding is consistent with Andreas (2022), who examined the relationship between motivation, job satisfaction, and employee performance. Similar research by Riyanto et al. (2021) also investigated the contribution of work motivation and job satisfaction to employee performance, highlighting the relevance of these factors in understanding employee effectiveness. Furthermore, Arista and Darto (2025) examined the influence of motivation and job satisfaction on employee performance in a corporate setting. In practical terms, PT Segar Jaya Kuningan should strengthen employee motivation through recognition of achievements, appropriate incentives, clear performance targets, and opportunities for professional development. Such initiatives can help employees maintain enthusiasm and improve their contribution to organizational objectives.

The findings demonstrate that job satisfaction has a positive and significant effect on employee performance at PT Segar Jaya Kuningan. The regression coefficient is 0.291, with a t-statistic of 4.113

and a significance value below 0.001. Since the significance value is below 0.05, the hypothesis proposing a positive effect of job satisfaction on employee performance is accepted. The coefficient indicates that, holding work motivation constant, a one-unit increase in job satisfaction is associated with a 0.291-unit increase in employee performance. This finding suggests that employees who feel satisfied with their work are more likely to demonstrate commitment, maintain positive work attitudes, and perform their responsibilities effectively. Calista and Bangun (2024) examined job satisfaction and work motivation alongside organizational culture as factors associated with employee performance. Similarly, Shofia and Trisnowati (2025) investigated the influence of job satisfaction and motivation on employee performance, while Sunardi and Awaliah (2025) also focused on the relationship between these two factors and employee performance. These studies provide relevant comparisons for understanding why job satisfaction matters in organizational settings. For PT Segar Jaya Kuningan, the results suggest that management should pay attention to fairness in compensation, the quality of workplace relationships, recognition, working conditions, and opportunities for career advancement. By improving employees' work experiences, the organization can encourage stronger performance and support the achievement of its operational targets.

The simultaneous test results indicate that work motivation and job satisfaction jointly have a significant effect on employee performance at PT Segar Jaya Kuningan. The calculated F-statistic is 38.378, with a significance value of 0.000, which is below the 0.05 threshold. Therefore, the hypothesis stating that work motivation and job satisfaction simultaneously affect employee performance is accepted. The findings indicate that employee performance should not be understood solely through motivational factors or job satisfaction in isolation. Instead, both factors need to be considered together because employees' willingness to exert effort and their evaluation of their work experience may contribute jointly to their performance. This interpretation is consistent with the research focus of Latif and Adi (2022), who examined work motivation, job satisfaction, and organizational commitment in relation to employee performance. Febryana et al. (2025) also investigated work motivation and job satisfaction alongside transactional leadership as factors influencing employee performance. In addition, Sasono and Razikin (2022) examined motivation and job satisfaction together with compensation in relation to employee performance. These studies provide a broader basis for understanding the combined relevance of motivational and satisfaction-related factors. For PT Segar Jaya Kuningan, the practical implication is that management should integrate motivational programs with efforts to create a supportive and satisfying workplace. For example, performance-based recognition can be accompanied by fair treatment, constructive communication, and adequate working conditions. An integrated approach may help employees feel both motivated to perform and satisfied with their work.

CONCLUSION

The results of this study indicate that work motivation and job satisfaction have positive and significant effects on employee performance at PT Segar Jaya Kuningan, both partially and simultaneously. Work motivation contributes to improved employee performance by encouraging enthusiasm, responsibility, and commitment to organizational goals. Job satisfaction also supports employee performance by fostering positive work attitudes and willingness to carry out responsibilities effectively. Simultaneously, both variables contribute to explaining differences in employee performance, demonstrating the importance of integrating motivational strategies with efforts to create a satisfying work environment. These findings suggest that improving employee performance requires management to pay attention to employees' motivation and satisfaction as complementary factors in achieving organizational objectives. Based on the findings, PT Segar Jaya Kuningan is advised to strengthen work motivation through appropriate incentives, recognition of achievements, clear performance targets, and opportunities for professional development. Management should also improve job satisfaction by maintaining fair compensation, fostering positive relationships between employees and supervisors, providing supportive working conditions, and ensuring transparent career development opportunities. These initiatives should be implemented together to support more consistent employee performance. For future researchers, it is recommended that additional variables, such as leadership, compensation, organizational culture, and employee engagement, be examined to provide a broader understanding of the factors associated with employee performance. Research involving different organizations and larger or more diverse samples may also help assess the extent to which these findings apply to other organizational settings.

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