



## The Effect of Motivation on Employee Performance through Employee Job Satisfaction at PT XYZ

Sarah Putri Sakinah<sup>1</sup>, Supardi Supardi<sup>2\*</sup>, Agus Dharmanto<sup>3</sup>

Faculty of Economics and Business, Bhayangkara University, Greater Jakarta

**Corresponding Author:** Supardi Supardi supardi.tahir@gmail.com

---

### ARTICLE INFO

*Keywords:* Motivation, Employee Performance, Job Satisfaction

*Received :* 19, December

*Revised :* 20, January

*Accepted:* 28, February

©2025 Sakinah, Supardi, Dharmanto: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by-sa/4.0/).



### ABSTRACT

The purpose of this study is to ascertain and examine how work happiness affects employee motivation and performance. Quantitative research with causation with PT XYZ personnel is the methodology employed. Using census sample methodologies, the study's population consisted of 61 respondents. This analysis's methodology makes use of the statistical program SPSS version 26 for hypothesis testing. The study's findings show that, with a sig of 0.000, motivation partially has a t-count value of 21.896 higher than the t-table value of 1.671. Additionally, motivation displays a t-count value of 6.653 that is higher than the t-table value of 1.671 with a 0.000 significance level. With a sig of 0.000, job satisfaction's t-count value is 7.732 higher than its t-table value of 1.671. A result of 0.945, which is less than 0.839 (direct effect), indicates that the overall effect of job satisfaction can mediate motivation with employee performance in route analysis. According to the study's findings, work satisfaction influences employee performance, motivation influences employee performance, and motivation influences employee performance through job satisfaction.

---

## **INTRODUCTION**

Employee performance is the amount and quality of work that an individual accomplishes in relation to their assigned obligations. Employee performance at a company is a gauge of an individual's productivity since workers who efficiently perform their jobs will exhibit high levels of productivity, discipline in their work, innovation, and teamwork. The purpose of employee performance evaluation in a business is to manage human resources in order to sustain consistent business performance (Saputra et al., 2023). Performance is a condition that must be understood in order to assess how well the organization has achieved goals in line with its vision and mission. High motivation is necessary for performance in order to maximize employee abilities, and employee abilities must be balanced with a sense of responsibility for the tasks assigned (S. Simbolon, 2022). The phenomenon that occurred at PT XYZ based on the results of the interview, where work achievements were given only to the longest employees so that this created a sense of injustice because employees felt that the achievements they had were not appreciated by the company, thereby reducing work motivation. In addition, employee performance no longer meets company targets due to changes in equality-based policies for each branch of the company. In addition to the decline in employee motivation and performance, there are also problems related to promotions given by the company only to employees who are willing to move, this causes employee dissatisfaction because they do not have the opportunity to develop.

One element that contributes to someone being inspired to complete their tasks is motivation. Employee motivation from supervisors on a regular basis can help to increase performance overall. Employees are typically motivated by praise and credit for their accomplishments in meeting predetermined goals. Employees will feel appreciated and more inspired to keep improving their performance if their efforts and hard work are acknowledged (Sembiring, 2020). An individual's motivation is what propels them to reach their goals. Motivation is crucial in the workplace because it encourages workers to perform better and be more productive. Therefore, in order for employees to perform at their best, the organization needs to offer highly motivating incentives (Endra, 2021)

A favourable attitude toward one's work that arises from an assessment of its attributes is known as job satisfaction. Employees typically express job satisfaction based on the overall quality of their work in the field of organizational behaviour. There are three aspects to job satisfaction: the first is the presence of feelings about the work environment; the second is the degree of success in reaching the goals; and the third is an attitude that indicates that job satisfaction cannot be attained if there is no connection between the two (Anggraeni & Rosdiana, 2022).

### **Formulation of the Problem**

1. Does Motivation Affect Employee Performance of PT XYZ?
2. Does Motivation Affect Job Satisfaction of PT XYZ?
3. Does PT XYZ Employee Performance Depend on Job Satisfaction?

4. Does PT XYZ Employee Job Satisfaction Impact Employee Motivation and Performance?

## **LITERATURE REVIEW**

### **Employee Performance**

Employee performance is a crucial aspect of human resource management. Therefore, the company needs to design and manage human resources systematically and purposefully. Performance can be defined as the extent to which an employee successfully completes assigned tasks, including their ability to achieve set targets. In addition, performance also reflects the documented results of work in official reports based on specific functions or responsibilities within a predetermined timeframe (Rohaeni et al., 2024). Performance is the result achieved by individuals or groups within an organization, both in terms of quality and quantity, in accordance with their respective duties, authorities, and responsibilities to realize the organization's goals (Dharmanto et al., 2024).

### **Motivation**

The Latin word *movere*, which meaning someone or something that moves or shifts to facilitate movement or communication, is where the word "mover" originates. The word *movere* is frequently used in English to mean "motivation," which includes providing justifications or encouragement, creating a motive, or other elements that lead to the creation of encouragement or circumstances that facilitate the encouragement's accomplishment (Maulia et al., 2024). One element that encourages zeal or desire in people or organizations to complete tasks in order to reach particular objectives is work motivation. Workplace motivation is a state that motivates employees to have the drive and necessity to accomplish goals by finishing activities that have been delegated to them. Employees who are motivated at work will be more engaged in their work, have a clear plan for completing tasks, and comprehend the connection between their own objectives and those of the company (Septiawan et al., 2020). The desire that propels someone to carry out their task so they can collaborate, operate efficiently, and perform at their best in order to get fulfillment is known as motivation. Furthermore, one of the main things that propels people to finish the tasks given to them is motivation (Supardi et al., 2024).

### **Job Satisfaction**

Job satisfaction refers to employees' perceptions of the extent to which the work they do can evoke certain emotional feelings. According to Hani Handoko in the research conducted by (Wiliandari, 2019), job satisfaction is an emotional condition that can be either pleasant or unpleasant, depending on how employees perceive their work. In other words, job satisfaction reflects how individuals feel about the tasks and responsibilities they undertake. This is then reflected in the positive attitudes they show towards their work, colleagues, work environment, and various situations they encounter while working. When employees feel satisfied with their work, they tend to be more motivated and have a higher commitment to the organization. On the contrary, if job

satisfaction is low, employees may feel less enthusiastic, less productive, or even experience a desire to leave their jobs.

Table 1. Previous Research Table

No	Researcher Name	Previous Research Title	Variables	Research result
1	(Larasti, 2019) <a href="https://ejournal.unisbablitar.ac.id/index.php/akuntabilitas/article/view/1823">https://ejournal.unisbablitar.ac.id/index.php/akuntabilitas/article/view/1823</a>	The Impact of Work Discipline, Job Satisfaction, and Motivation on Employee Performance	X1: Motivation X2: Job satisfaction X3: Work Discipline Y: Employee performance	Prior studies have demonstrated that employee performance is significantly impacted by motivation, job satisfaction, and work discipline.
2	(Suhendar, 2021) <a href="https://www.jurnal.plb.ac.id/index.php/atrabis/article/view/717">https://www.jurnal.plb.ac.id/index.php/atrabis/article/view/717</a>	The Effects of Pay, Job Contentment, and Employee Retention on Worker Performance (PT. Bank bjb Tbk. Tasikmalaya Branch Study)	X1: Compensation X2: Job Satisfaction X3: Employee Retention Y: Employee performance	Prior research findings indicate that while competence, job happiness, and retention are classified as very good, they also have a major impact on employee performance.
3	(Hidayat, 2021) <a href="https://jurnal.umb.ac.id/index.php/jems/article/view/7310">https://jurnal.umb.ac.id/index.php/jems/article/view/7310</a>	Compensation and Motivation's Effects on Employee Performance as Mediating Factors	X1: Compensation X2: Motivation Z: Employee Performance	Prior studies have demonstrated that employee performance is influenced by motivation and pay.
4	(Kuncorowati & Supardin, 2023) <a href="https://ojs.stie-tdn.ac.id/index.php/MV/article/view/422">https://ojs.stie-tdn.ac.id/index.php/MV/article/view/422</a>	The Impact of Organizational Commitment and Job Satisfaction on Employee Performance	X1: Job Satisfaction X2: Organizational Commitment Y: Employee Performance	According to the study's findings, employee performance is significantly impacted by both organizational commitment and job satisfaction.

5	(Susanto et al., 2023) <a href="https://stiemuttaqie.n.ac.id/ojs/index.php/OJS/article/view/1425">https://stiemuttaqie.n.ac.id/ojs/index.php/OJS/article/view/1425</a>	Job satisfaction and motivation's effects on workers' performance at Bank Central Asia KCP Cikarang	X1: Motivation X2: Job Satisfaction Y: Employee Performance	The study's findings indicate that employee performance at Bank Central Asia KCP Cikarang is impacted by work motivation and job satisfaction.
6	(Zailani & Artanto, 2024) <a href="https://jurnal.stiepo.ntianak.ac.id/index.php/jes/issue/view/17">https://jurnal.stiepo.ntianak.ac.id/index.php/jes/issue/view/17</a>	The Impact of Job Stress as a Mediating Variable on Employee Performance and Job Satisfaction	X1: Job Satisfaction Y: Employee Performance Z: Job Stress	Employee performance is significantly impacted negatively by job stress, and job satisfaction has a large negative impact on job stress, according to the data analysis results. Also, there is no correlation between job satisfaction and employee performance.

### Hypothesis

H1: It is believed that employee performance is impacted by work motivation.

H2: Work motivation is thought to have an impact on job satisfaction.

H3: Job satisfaction is thought to have an impact on employee performance.

H4: Motivation is thought to have a mediating effect on job satisfaction and employee performance.

### METHODOLOGY

Using a quantitative approach that is causal in nature, this study gathers data from 61 PT XYZ employees who were given questionnaires to complete. Respondents were given a questionnaire that included statements pertaining to each variable's indicators on a Likert scale ranging from strongly disagree to strongly agree. Using metrics for accountability, output, professional growth, and employee performance evaluation to gauge motivation (Safrizal, 2020) assessment of job happiness through the use of pay, advancement, and appreciation metrics evaluation of worker performance based on cooperation, quality, and quantity metrics (Khoerunnisa et al., 2019). Additionally, SPSS 26 is used to test the collected data for data analysis, namely through instrument, hypothesis, and path analysis tests.

**RESUL AND DISCUSSION**

**Findings from the Motivation Variables Validity Test**

Table 2. Validity Test Motivation Variables

Variables	Statement Items	r- count	r- table	Information
<b>Motivation</b>	X.1	0,527	0,2521	Valid
	X.2	0,470		Valid
	X.3	0,430		Valid
	X.4	0,532		Valid
	X.5	0,498		Valid
	X.6	0,651		Valid
	X.7	0,657		Valid
	X.8	0,506		Valid

Source: SPSS Processed Data, 2025

The eight motivation questions are deemed acceptable since the table shows that the computed r-value of each statement of the Motivation variable (X) is higher than the r-table value, which is 0.2521.

**Results of the Validity Test of Job Satisfaction Variables**

Table 3. Validity Test of Job Satisfaction Variables

Variable	Question Items	r-count	r-table	Information
Job satisfaction	Z1	0,507	0,2521	Valid
	Z2	0,791		Valid
	Z3	0,470		Valid
	Z4	0,586		Valid
	Z5	0,641		Valid
	Z6	0,523		Valid

Source: Data processed by SPSS, 2025

The six motivational questions can be considered genuine since the table shows that the estimated r-value of all statements of the Job Satisfaction variable (Z) is higher than the r-table value, which is 0.2521.

**Employee Performance Validity Test Results**

Table 4. Validity Test Results

Variable	Question Items	r-count	r-table	Information
Employee performance	Y1	0,454	0,2521	Valid
	Y2	0,466		Valid
	Y3	0,544		Valid
	Y4	0,569		Valid
	Y5	0,536		Valid
	Y6	0,694		Valid

Source: Data processed by SPSS, 2025

It is clear from the table that the six motivational questions are legitimate since the computed r-value of each statement of the Employee Performance variable (Y) is higher than the r-table value, which is 0.2521.

### Reliability Test Results

Table 5. Reliability Test Results

Variable	Croanch's Alpha	Crisis Value	Information
Motivation (X)	0,635	0,60	Reliable
Satisfaction (Z)	0,731	0,60	Reliable
Employee performance (Z)	0,712	0,60	Reliable

Source: Data processed by SPSS, 2025

The Croanch's Alpha score is greater than 0.60, according to the reliability test findings, indicating that the questionnaire's questions are trustworthy and deserving of examination.

### Findings from the Kolmogorov-Smirnov One-Sample Test

Table 6. Kolmogorov-Smirnov One-Sample Test

		Unstandardized Residual
N		61
Normal Parameters <sup>a,b</sup>	Mean	.0000
	Std. Deviation	10.03611
Most Extreme Differences	Absolute	.095
	Positive	.095
	Negative	-.052
Test Statistic		.095
Asymp. Sig. (2-tailed)		.200 <sup>c, d</sup>

The results of the normality test using a single sample Kolmogorov-Smirnov show that the data is normally distributed because the value is greater than 0.05, as indicated by the Asymp.sig value of 0.200.

### Hypothesis Test Results

Table 7. Hypothesis Test Results

No	Variable	t		Sig	
		t-count	t-table	Result	Sig
1	Motivation → Employee Performance	21,986	1,671	0,000	0,05
2	Motivation → Job Satisfaction	6,653	1,671	0,000	
3	Job Satisfaction → Employee Performance	7,732	1,671	0,000	

Source: Processed data, 2025

### Hypothesis 1

Given that the following table's sig value for the relationship between motivation (X) and employee performance (Y) is 0.000 below the alpha value (0.05), the study comes to the conclusion that motivation affects employee performance. Statistical testing supports Hypothesis 1, which claims that employee performance is impacted by motivation (Larasati, 2024) (Nurdiansyah et al., 2020), (Endra, 2021), (Sutrisno et al., 2022) which states that motivation affects employee performance.

### Hypothesis 2

As can be seen from the following table, the study concludes that motivation has an impact on job satisfaction because the sig value of the association between motivation (X) and job satisfaction (Z) is 0.000 below the alpha value (0.05). A statistical test of Hypothesis 2, which claims that motivation influences job satisfaction, yielded results consistent with previous studies (Kasran et al., 2023), (Susanto et al., 2023) and (Suhendar, 2021) which states that job satisfaction affects employee performance.

### Hypothesis 3

The sig value of the relationship between work happiness (Z) and employee performance is 0.000 below the alpha value (0.05), which supports the study's conclusion that job satisfaction affects employee performance, as seen in the above table. A statistical analysis is conducted on the third hypothesis, which states that job satisfaction affects employee performance. This finding is in line with earlier research showing that job satisfaction influences employee performance (Kasran et al., 2023; Susanto et al., 2023; Suhendar, 2021).

### Hypothesis 4

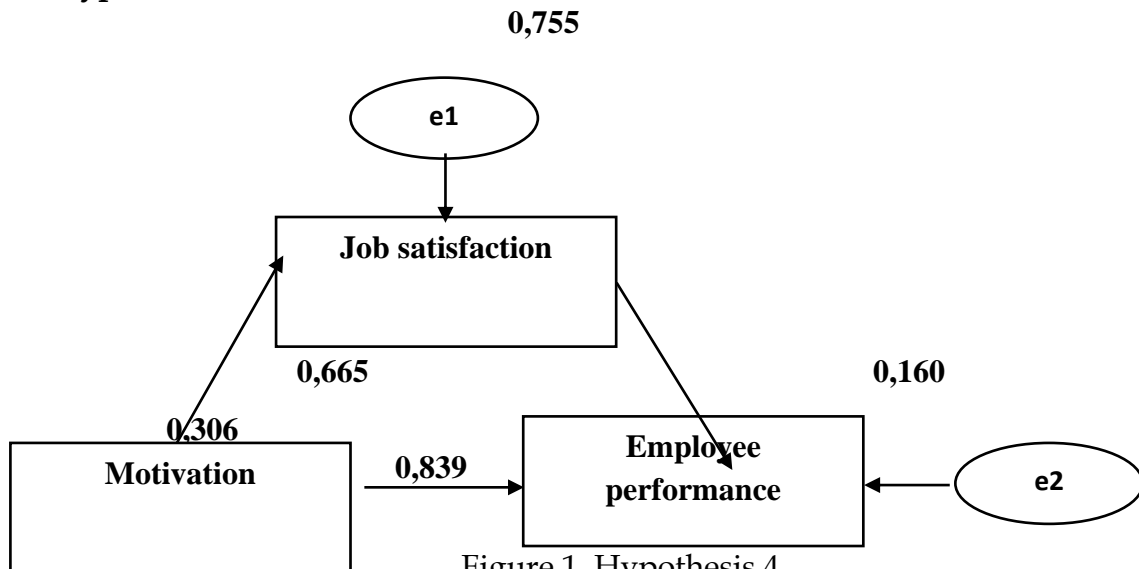


Figure 1. Hypothesis 4

The direct influence coefficient of motivation (X) on employee performance (Y) is 0.839, according to the image above. Since H1, H2, and H3 are all acceptable according to the t-test results, it can be said that the independent variable directly affects the dependent variable. It is possible to say that the indirect impact value of the two equations is  $0.665 \times 0.160 = 0.106$ , which represents the influence of the work satisfaction variable mediating motivation with employee performance. Therefore,  $0.839 + (0.665) \times (0.160) = 0.945$  is the overall impact of job satisfaction mediating motivation with employee performance. It can be concluded that  $0.945 < 0.839$  and hypothesis 4 demonstrate that motivation affects employee performance through work satisfaction statistically if the overall influence gained is 0.945.

## CONCLUSIONS AND RECOMMENDATIONS

The conclusions made based on the results of this research analysis are:

1. Motivation has a positive and significant effect on employee performance at PT XYZ. Career development affects employee performance, so companies need to provide training, clear career paths, reward systems, and constructive feedback to improve employee motivation and skills.
2. Motivation has a positive and significant effect on job satisfaction at PT XYZ. The company must set appropriate wages and a performance-based promotion system to improve employee satisfaction, loyalty, and motivation.
3. Job satisfaction has a positive and significant effect on employee performance at PT XYZ. The company needs to build a work culture that supports collaboration through open communication, team training, and appreciation. A harmonious work environment and fair performance evaluation will increase employee productivity and work quality.
4. Motivation affects employee performance through job satisfaction at PT XYZ. Motivation at work is very important in order to provide satisfaction with good work results, employees who will get job promotions to develop their careers, so that employee performance increases.

## FURTHER RESEARCH

This research still has limitations so further research is still needed on this topic.

## REFERENCES

- Anggraeni, L., & Rosdiana, Y. (2022). Pengaruh Motivasi Kerja dan Kepuasan Kerja terhadap Kinerja Karyawan. 187-194.
- Dharmanto, A., Noviyanti, D., & Supardi, S. (2024). Pengaruh Kedisiplinan Terhadap Kinerja Karyawan Melalui Kompensasi Pada Koperasi Karyawan PT. Kawasan Berikat Nusantara (Persero). *Jurnal Penelitian Ekonomi Manajemen Dan Bisnis (JEKOMBIS)*, 3(2), 68-79.
- Endra, T. F. S. S. (2021). Pengaruh Motivasi dan Kepuasan Kerja Terhadap Kinerja Karyawan di Perusahaan Dazzel Yogyakarta.
- Hidayat, A. (2021). Pengaruh Kompensasi dan Motivasi Terhadap Kinerja Karyawan Sebagai Variabel Intervening. *E-Jurnal Ilmu Manajemen (JIMMU)*, 6(1), 253981.
- Kasran, M., Sampetan, S., Palopo, U. M., Kerja, K., & Karyawan, K. (2023). Pengaruh Quality of Work Life dan Kepuasan Kerja Terhadap Kinerja Karyawan. 7(1), 60-71.
- Khoerunnisa, Y., Rahayuningsih, N., & Suranta. (2019). Pengaruh Motivasi Dan Kepuasan Kerja Terhadap Kinerja (Studi Kasus Di Dinas Perhubungan Kabupaten Indramayu). *Jurnal Investasi*, 5(2), 43-44.
- Kuncorowati, H., & Supardin, L. (2023). Pengaruh Kepuasan Kerja dan Komitmen Organisasi Terhadap Kinerja Karyawan. Penambahan Natrium Benzoat Dan Kalium Sorbat (Antiinversi) Dan Kecepatan Pengadukan Sebagai Upaya Penghambatan Reaksi Inversi Pada Nira Tebu, 8(1), 1-12.

- Larasati, P. M. A. (2024). Pengaruh Motivasi, Kepuasan Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan. *5*(2), 187-194.
- Larasti, P. M. A. (2019). Pengaruh motivasi, kepuasan kerja dan disiplin kerja terhadap kinerja karyawan.
- Maulia, I. R., Sari, A. S. R. D. N., Hikmah, R., & Lestari, S. I. (2024). Pengaruh MOTivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan. *1*, 59-75.
- Nurdiansyah, R., Mariam, S., Ameido, M. A., & Ramli, A. H. (2020). Work Motivation, Job Satisfaction and Employee Performance. *Business and Entrepreneurial Review*, *20*(2), 153-162.
- Rohaeni, H., Yustisiwo, & Zahara Tussoleha Rony. (2024). Pengaruh Kompetensi dan Disiplin Kerja Terhadap Kinerja Karyawan PT Jaya Bakti Raharja. *Jurnal Kewirausahaan Dan Multi Talenta (JKMT)*, *2*(1), 41-48.
- Safrizal, H. B. A. (2020). Referensi Optimalisasi Kinerja Pegawai. 1-23.
- Saputra, F., Masyurroh, A. J., Danaya, B. P., Putri, M. S., Astia, N. N., Ricki, T. S., Putri, G. A. M., Jumawan, & Hadita. (2023). Determinasi Kinerja Karyawan: Analisis Lingkungan Kerja, Beban Kerja dan Kepemimpinan pada PT Graha Sarana Duta. *Jurnal Riset Manajemen*, *1*(3), 329-341.
- Sembiring, H. (2020). Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Bank Sinarmas Medan. *Jurnal Akuntansi Dan Manajemen*, *13*(1), 10-23.
- Septiawan, B., Masrunik, E., & M.Rizal. (2020). Motivasi Kerja dan Generasi Z (Teori dan Penerapan).
- Simbolon, S. (2022). Manajemen Sumber Daya Manusia Dalam Meningkatkan Kinerja Karyawan (D. M. Simbolon & A. W. Sudrajat (eds.)).
- Suhendar, A. D. (2021). Pengaruh Kompensasi, Kepuasan Kerja dan Retensi Karyawan Terhadap Kinerja Karyawan (Studi pada PT. Bank bjb Tbk. Cabang Tasikmalaya). *ATRABIS: Jurnal Administrasi Bisnis*, *7*(2), 182-193.
- Supardi, S., Pratiwi, D., Dharmanto, A., Ekonomi dan Bisnis, F., & Bhayangkara Jakarta Raya, U. (2024). Pengaruh Gaya Kepemimpinan Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Unit Damkar Denmabesad. *Jurnal Publikasi Ilmu Manajemen Dan E-Commerce*, *3*(1), 140-146.
- Susanto, H., Purnamasari, P., & Mustaqaroh, A. (2023). Pengaruh Motivasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Bank Central Asia KCP Cikarang. *Eqien - Jurnal Ekonomi Dan Bisnis*, *12*(02), 206-214.
- Sutrisno, S., Herdiyanti, H., Asir, M., & ... (2022). Dampak Kompensasi, motivasi dan Kepuasan Kerja Terhadap Kinerja Karyawan di Perusahaan: Review Literature. *Management ...*, *3*(October), 3476-3482.
- Wiliandari, Y. (2019). Kepuasan Kerja Karyawan. *Society*, *6*(2), 81-95.
- Zailani, R., & Artanto, A. H. (2024). Pengaruh Gaji Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Mediasi. *Jurnal Ekonomi STIEP*, *9*(1), 16-25. <https://doi.org/10.54526/jes.v9i1.193>