

THE IMPACT OF MOTIVATION AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT PT. SAMUDERA JAYA SHIPPING

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ABSTRACT

This research is a descriptive qualitative research. This research is intended to obtain empirical evidence to test and analyze the performance of human resources at PT. Samudra Jaya Shipping. The author determines that the method used is through the survey method and going directly to the field of work. The survey method used is in the mechanical section with a total of around 37 people, data taken from the results of the survey and data collection conducted by the author at the company PT. Samudra Jaya Shipping. The results of the study are simultaneously, motivation and job satisfaction affect employee performance. So there is no influence between motivation and employee performance. So there is an influence between job satisfaction and employee performance.

Keywords: *Motivation, Job Satisfaction, Job Performance, Employees.*

1. INTRODUCTION

In today's globalized economy and highly competitive business landscape, effectively managing employee productivity is crucial for gaining a competitive edge. Companies need to ensure that each employee contributes optimally towards achieving collective goals. At PT. Samudera Jaya Shipping, operational success and market competitiveness heavily rely on the performance and commitment of its employees. Thus, it is essential to understand and manage the factors impacting employee performance.

Motivation is a pivotal factor influencing employee performance. It can be intrinsic, driven by personal satisfaction and recognition, or extrinsic, such as salary and working conditions. Theories of motivation, including those from Abraham Maslow and Frederick Herzberg, demonstrate that high levels of motivation can enhance employee morale and productivity. Motivated employees are more likely to exert greater effort and deliver improved work results.

Job satisfaction also significantly impacts job performance. It encompasses various elements like rewards, working conditions, workload, and coworker relationships. Employees who are satisfied with their jobs generally exhibit higher morale, better discipline, and superior performance. Job satisfaction reflects how employees evaluate their work experience and influences their efficiency and effectiveness in task completion. Prior research on motivation includes a study by Santoso (2021), which examined the impact of work ability and motivation on employee performance at the Perumnas Regional II Palembang office. The study found that motivation positively affects performance, with higher motivation correlating with improved employee performance. Similarly, Pasalbessy (2022) investigated the influence of work ability and motivation on the performance of civil servants at the National Population and Family Planning Agency in Papua Province, finding a positive relationship between motivation and performance.

Job satisfaction's role in performance has also been explored, as seen in Gusroni's (2021) research on the effect of leadership and job satisfaction on turnover intention and employee performance at PT. NKI. This study found that job satisfaction did not significantly impact employee performance, citing factors like inappropriate placement, heavy workloads, an unsupportive work environment, inadequate equipment, and leadership attitudes as contributing reasons.

The findings from the aforementioned study remain inconsistent. Despite the widely acknowledged significance of motivation and job satisfaction, PT. Samudra Jaya Shipping still faces challenges in applying effective management strategies for these factors. This study seeks to investigate and assess how motivation and job satisfaction impact employee performance within the company. By gaining deeper insights into the interplay between motivation, job satisfaction, and performance, the company can craft more effective strategies to enhance employee performance and meet organizational objectives.

This study is expected to provide in-depth insights into how motivation and job satisfaction affect employee performance, as well as offer practical recommendations for the management of PT. Samudra Jaya Shipping to

improve employee productivity and job satisfaction. Thus, the company can strengthen its competitiveness in the market and achieve optimal results in its operations .

2. LITERATURE REVIEW

4.3.1 Motivation

Maslow's theory of motivation, as explained by (Onasis & Robin, 2016), involves five levels of human needs: psychological, safety, social, esteem, and self-actualization. These needs must be met sequentially, starting from the most basic to achieving one's full potential. (Santoso, 2021) added that the goals of motivation in the workplace include increasing morale, morale, satisfaction, productivity, loyalty, discipline, and reducing absenteeism and turnover. Motivation also serves to increase employee creativity, participation, and sense of responsibility. Overall, motivation involves internal and external drives that affect performance and productivity, with a focus on the emotional, cognitive, and behavioral aspects that influence how individuals complete tasks and achieve goals. According to (Almeida et al., 2016) , highly motivated individuals are not only emotionally, but also physically and cognitively involved in their work. High motivation leads to deep involvement and a strong commitment to achieving optimal results. (Jufrizen, 2018) defines motivation as a process that influences the intensity, direction, and persistence of an individual's efforts to achieve goals, as well as how those efforts are directed. (Sudiantoro, 2014) divides motivation into intrinsic, which comes from internal satisfaction in doing the activity itself, and extrinsic, which is triggered by external rewards. (Rorimpandey et al., 2023) added that motivation is effective when basic human needs such as autonomy, competence, and social connectedness are met.

4.3.2 Job satisfaction

Job satisfaction reflects the extent to which individual needs are met and reflects the degree to which employees like or dislike their jobs. (Radtke & Widener, 2016) define job satisfaction as the general attitude of employees regarding the expected rewards after effort or sacrifice. (Taurisa, 2012) stated that job satisfaction is an employee's assessment of the positive and negative aspects of their jobs. (Agustriyana, 2015) emphasized that job satisfaction involves an individual's evaluation of their job and work context, reflecting positive or negative attitudes. And describes job satisfaction as a positive feeling from evaluating job characteristics, job satisfaction as a worker's feelings about their job, while viewing it as a collection of feelings and beliefs about the current job. Highlighting that job satisfaction involves various aspects including interactions with coworkers and supervisors, organizational policies, working conditions, and achievement of performance standards.

2.3. Work performance

Job performance, or performance, refers to the results achieved by individuals in carrying out their job duties within a certain period. (Hadiansyah & Yanwar, 2017) defines job performance as a record of the results of job functions or activities, emphasizing the individual's contribution to the organization. (Nelloh, 2018) describes job performance as the results achieved from carrying out tasks based on skills, experience, and time invested. Dewi & Novandriani, (2020) emphasize the importance of skills, progress, and job completion in determining performance. (Zulhendra et al., 2023) highlight that job performance is the result of carrying out tasks assigned to employees. (Junaedi et al., 2017) link job performance with the level of task execution and achievement of company goals. (Khafidz, 2020) uses the term performance to describe job performance, work execution, and work achievement. (Surya & Suryoko, 2015) add that performance is the result achieved by employees in achieving organizational goals according to set standards. Work performance is influenced by the worker's abilities and interests, understanding of the task, and motivation, and work performance assessments are used to evaluate the results and achievement of tasks (Lukiyana, 2017) .

2.4 Hypothesis Formulation

2.4.1 Hypothesis on Motivation, Communication, and Work Performance:

- **H0:** There is no association between motivation and employee work performance.
- **H1:** There is an association between motivation and employee work performance.
- **Objective:** To examine if there is a significant relationship between employee motivation and their performance, given that motivation may affect their enthusiasm and commitment to achieving optimal results.

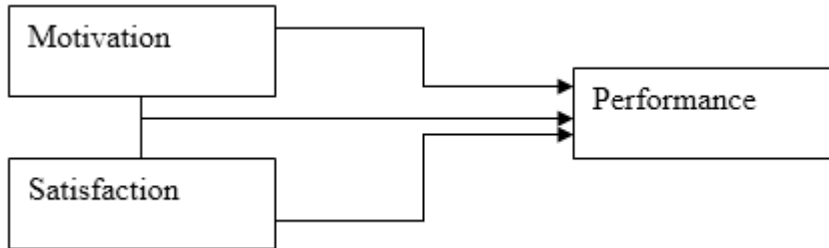
2.4.2 Hypothesis on Communication and Work Performance:

- **H0:** There is no association between communication and employee work performance.
- **H2:** There is an association between communication and employee work performance.
- **Objective:** To assess whether effective communication correlates with improved employee performance, as communication can impact understanding and efficiency in work.

2.4.3 Hypothesis on Job Satisfaction and Work Performance:

- **H0:** Motivation does not influence employee work performance.
- **H3:** Motivation does influence employee work performance.
- **Objective:** To evaluate the direct effect of motivation on work performance and determine the extent to which motivation impacts employee performance.

Figure 2.1. Framework



3. RESEARCH METHODOLOGY

This study aims to obtain empirical evidence to test and analyze the performance of human resources at PT. Samudra Jaya Shipping. The author determines that the method used is through the survey method and going directly to the field of work. The survey method used is in the mechanical section with a total of around 44 people, data taken from the results of the survey and data collection conducted by the author at the company PT. Samudra Jaya Shipping.

In this study, the researcher refers to two variables according to the paradigm above, namely:

- Independent variables, these variables are stimulus, input, predictor and antecedent variables or called free variables, namely variables that cause the emergence or change of dependent variables (bound variables). Where this variable is a variable that influences. From the description of the paradigm above, Motivation with X1, and job satisfaction is symbolized by X2.
- Dependent variable or response variable, output or bound, namely the variable that is influenced or which is the result, due to the existence of the independent variable, in this study it is determined/determined that there is one bound variable, namely work performance which is symbolized by Y.

4. ANALYSIS RESULTS AND DISCUSSION

4.1 Analysis Results

4.1.1 Test of Validity and Reliability of Motivation (X1)

Table 1. Motivation (X1)
Item-total statistics

	scale mean if item deleted	scale variance if item deleted	corrected Item-total correlation	squared multiple correlation	cronbach's alpha if item deleted
P1	67.14	49,795	,445	,667	,872
P2	67.48	48,023	,384	,567	,875
P3	67.02	47,697	,595	,804	,866
P4	67.09	47,805	,659	,815	,865
P5	67.36	48,423	,487	,898	,870
P6	67.16	48,509	,559	,829	,868
P7	67.16	49,765	,395	,556	,873
P8	67.20	47,608	,565	,673	,867
P9	67.32	47,385	,523	,558	,869
P10	67.23	49,063	,393	,626	,873
P11	67.68	47,478	,466	,591	,871
P12	67.25	50,285	,395	,422	,873
P13	67.25	48,936	,401	,537	,873
P14	67.36	47,493	,479	,467	,870
P15	67.39	47,824	,467	,484	,871

P16	67.36	47,865	,491	,914	,870
P17	67.20	47,143	,526	,707	,868
P18	67.18	45,501	,575	,785	,867
P19	67.16	47,811	,564	,823	,867

Source: SPSS Output, 2024

Based on Table 1, it can be seen that the validity test for each question item, where the calculated r (Corrected Item-Total Correlation) on all question items is > r-table 0.381, then all question items are declared valid.

Table 2. Reliability Statistics

cronbach's alpha	cronbach's alpha based on standardized Items	N of Items
,876	,880	19

Source: SPSS Output, 2024

Based on Table 2 above, the reliability test for all questions can be seen, where Cronbach's α (Cronbach's Alpha if Item Deleted) shows a figure of 0.876, Value $0.876 > 0.60$. So all the indicators of the questions above are declared reliable.

4.1.2 Job Satisfaction Validity and Reliability Test (X2)

**Table 3. Job Satisfaction (X2)
Item-Total Statistics**

	scale mean if item deleted	scale variance if item deleted	corrected item-total correlation	squared multiple correlation	cronbach's alpha if item deleted
P20	32.45	27,044	,600	,547	,874
P21	32.43	25,739	,690	,594	,867
P22	32.32	25,106	,709	,836	,865
P23	32.55	24,672	,740	,649	,863
P24	32.30	25,701	,725	,706	,865
P25	32.39	26,847	,606	,592	,874
P26	32.50	26,209	,597	,417	,874
P27	32.52	27,837	,437	,434	,885
P28	32.43	28,856	,351	,407	,890
P29	32.32	25,478	,688	,842	,867

Source: SPSS Output, 2024

Based on Table 3, it can be seen that the validity test for each question on the job satisfaction variable, where all questions have an r-count (Corrected Item-Total Correlation) > r-table 0.329, then all questions are declared valid.

Table 4. Reliability statistics

cronbach's alpha	cronbach's alpha based on standardized items	N of Items
,884	,882	10

Source: SPSS Output, 2024

Based on Table 4 above, the reliability test for all questions can be seen, where Cronbach's α (Cronbach's Alpha if Item Deleted) shows a figure of 0.884. The value of $0.884 > 0.60$. So all the indicators of the questions above are declared reliable.

4.1.3 Employee Performance Validity and Reliability Test (Y)

Table 5. Employee Performance (Y)

Item-Total Statistics

	scale mean if item deleted	scale variance if Item deleted	corrected item-total correlation	squared multiple correlation	cronbach's alpha if item deleted
P30	38.95	23,393	,648	,673	,838
P31	39.34	22,881	,571	,577	,844
P32	39.09	23,154	,651	,752	,837
P33	39.07	24,158	,515	,666	,848
P34	39.18	24,710	,490	,430	,849
P35	39.14	22,167	,709	,732	,832
P36	39.30	23,236	,557	,691	,845
P37	38.95	24,928	,549	,657	,846
P38	39.14	23,981	,534	,635	,846
P39	39.00	25,023	,488	,574	,850
P40	39.07	25,042	,347	,411	,861

Source: SPSS Output, 2024

Based on Table 5, it can be seen that the validity test for each question, where the calculated r (Corrected Item-Totall Correlation) on all questions is $> r$ -table 0.334, then all question indicators are declared valid.

Table 6. Reliability statistics

cronbach's alpha	cronbach's alpha based on standardized items	N of Items
,857	,859	11

Source: SPSS Output, 2024

Based on Table 6 above, the reliability test for all questions can be seen, where Cronbach's α (Cronbach's Alpha if Item Deleted) shows a figure of 0.857. The value of $0.857 > 0.60$. So all the indicators of the questions above are declared reliable.

4.2 Correlation Analysis Between Motivation Variables (X1) and Job Satisfaction (X2) on Employee Performance (Y)

Correlation analysis is used to see the strength or weakness of the relationship between dependent and independent variables. The magnitude of the relationship ranges from 0-1. To analyze the correlation between motivation and job satisfaction variables can be seen from the results of the SPSS calculation output below:

Table 7. Correlation Analysis Results

		motivatio n	Job satisfaction	employee achievement
Motivation	Pearson Correlation	1	,283	,345(*)
	Sig. (2-tailed)		,062	,022
	N	44	44	44
Job satisfaction	Pearson Correlation	,283	1	,580(**)
	Sig. (2-tailed)	,062		,000
	N	44	44	44

Employee Achievement	Pearson Correlation	,345(*)	,580(**)	1
	Sig. (2-tailed)	,022	,000	
	N	44	44	44

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Correlation Analysis Results

1. **Correlation between Motivation and Job Satisfaction:**

- **Probability Value (sig):** 0.062 > (α) 0.04
- **Correlation:** 0.283
- **Conclusion:** The correlation between motivation (X1) and job satisfaction (X2) is not significant. This correlation is weak, indicating that there is no significant relationship between motivation and job satisfaction.

2. **Correlation between Employee Motivation and Performance:**

- **Probability Value (sig):** 0.022 < (α) 0.04
- **Correlation:** 0.344
- **Conclusion:** The correlation between motivation (X1) and employee performance (Y) is significant, although weak. There is a significant but weak relationship between motivation and employee performance.

3. **Correlation between Job Satisfaction and Employee Performance:**

- **Probability Value (sig):** 0.000 < (α) 0.04
- **Correlation:** 0.580
- **Conclusion:** The correlation between job satisfaction (X2) and employee performance (Y) is significant and strong. There is a significant and strong relationship between job satisfaction and employee performance.

4.3 Regression Test

4.3.1 **Regression Analysis of Motivation (X1) and Job Satisfaction (X2) on Employee Performance (Y) Simultaneously**

Table 8. Research Structure Summary Model
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	Durbin-Watson
					F Change	
1	,610(a)	0.373	0.342	57.47290		2,229
a. Predictors: (Constant), Job Satisfaction, Motivation						
b. Dependent Variable: Employee Performance						

Source: SPSS data processing

Regression Model Analysis

1. **Relationship between Motivation, Job Satisfaction, and Employee Performance:**

- **R value:** 0.610
- **Conclusion:** The R figure of 0.610 shows that there is a very strong relationship between employee performance (Y) and motivation (X1) and job satisfaction (X2).

2. **Coefficient of Determination (R Square):**

- **R Square Value:** 0.373
- **Calculation of the Coefficient of Determination (KD):** 0.373 x 100% = 37.3%
- **Conclusion:** The combined effect of motivation and job satisfaction on employee performance is 37.3%. The rest, which is 62.7%, is influenced by other factors outside this regression model.

3. **Durbin-Watson:**

- **Durbin-Watson value:** 2.229
- **Conclusion:** This value indicates the presence of negative autocorrelation, because it is above +2.

4. **Regression Model Testing:**

Hypothesis:

H0: There is no influence between motivation and job satisfaction on employee performance.

H1: There is an influence between motivation and job satisfaction on employee performance.

Decision Making: If the probability value (sig) is less than $\alpha = 0.05$ (sig < 0.05), then H0 is rejected and H1 is accepted, which indicates that the regression model is significant and feasible.

Table 9. Anova Table of Research Structure

ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80,395,163	2	40,197,581	12,170	,000(a)
	Residual	135,428,491	41	3,303,134		
	Total	215,823,654	43			

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

Source: SPSS data processing

Based on the calculation results obtained a significance number (sig) of 0.000. The number 0.000 < 0.04. Therefore, H0 is rejected and H1 is accepted. This means that there is a significance between the variables of motivation and job satisfaction on employee performance.

4.3.2 Partial Regression Analysis of Motivation (X1) and Job Satisfaction (X2) on Employee Performance (Y).

Table 10. Research Structure Coefficients Table

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			B	Std. Error
1	(Constant)	159,304	89,199		1,786	0,082	-20,837	339,445
	Motivation	0.130	0.085	0.197	1,525	0.135	-0.042	0.303
	Job satisfaction	0.534	0.131	0.525	4,068	0,000	0.269	0.799

a. Dependent Variable: Employee Performance

Data source: SPSS output

4.3.3 Analysis of the Influence of Motivation (X1) on Employee Performance (Y).

Test Results of the Influence of Motivation and Job Satisfaction on Employee Performance

1. The Influence of Motivation (X1) on Employee Performance (Y): Significance Test: Probability value (sig) = 0.135 Decision Making Criteria: If the sig value > 0.05, then H0 is accepted and H1 is rejected, indicating that the effect is not significant. Conclusion: Since 0.135 > 0.05, H0 is accepted and H1 is rejected. This means that there is no significant influence between motivation and employee performance.
2. The Influence of Job Satisfaction (X2) on Employee Performance (Y): Significance Test: Probability value (sig) = 0.000 Decision Making Criteria: If the sig value < 0.05, then H0 is rejected and H1 is accepted, indicating that the effect is significant. Conclusion: Since 0.000 < 0.05, H0 is rejected and H1 is accepted. This means that there is a significant influence between job satisfaction and employee performance.

4.4 Discussion

4.4.1 The influence of motivation and job satisfaction on employee performance

The results of this study prove that motivation and satisfaction simultaneously affect employee performance. Motivation is the drive that triggers employees to act and achieve goals. At PT. Samudra Jaya Shipping, motivation can include incentives such as bonuses or promotions that encourage employees to work harder, increase energy, dedication, productivity, and work quality. However, high motivation needs to be supported by job satisfaction in order to survive. Job satisfaction refers to the positive or negative feelings felt by employees towards their work and work environment. Factors that influence job satisfaction include a good work environment, fair rewards, recognition, and opportunities for career development. Satisfied employees tend to be more motivated and committed, creating a productive work atmosphere. Motivation and job satisfaction are interrelated: job satisfaction can increase motivation, and high motivation can increase job satisfaction. Both are

important for achieving optimal work results, because motivation without satisfaction may not last long, while satisfaction without motivation may not produce the best performance. Satisfied and motivated employees show better performance, meet work targets, and contribute positively to the company, and are more likely to innovate and improve work efficiency. The results of this study are in accordance with (Fitrah, 2022) , (Audi Surya K, Sri Suryoko, 2015) , (Hermita et al., 2022)

4.4.2 The influence of motivation on employee performance .

The results of the study are that motivation has no effect on employee performance. Although employees may feel motivated in theory, they may not be able to translate that motivation into real action or better work results due to lack of necessary skills or support. External motivation, such as bonuses or awards, may not always drive long-term performance if not balanced with internal motivation, such as job satisfaction or a sense of personal accomplishment. If the work environment is not conducive, such as poor facilities or strained relationships with coworkers and superiors, then even high motivation may not result in good work performance. Ineffective leadership or management can hinder the effectiveness of motivation. If managers do not support or provide clear direction, employee motivation may not translate into better performance. The results of this study are supported by (Sulaeman, 2019) , (Pamungkas et al., 2022) , (F. Pasalbessy, 2022)

4.4.3 The influence of job satisfaction on employee performance.

The results of this study are that job satisfaction has an effect on employee performance. Employees who are satisfied with their jobs tend to be more motivated to contribute optimally. Job satisfaction often includes aspects such as recognition, fair rewards, and good working conditions, all of which can increase motivation to achieve better results. Job satisfaction can increase employee commitment to the company. Satisfied employees tend to have higher levels of loyalty and are more committed to completing their work well. Job satisfaction is often related to good relationships between employees and coworkers or superiors. A harmonious work environment and strong support from superiors can increase employee morale and work effectiveness.

Satisfied employees usually work in comfortable conditions and with adequate facilities. A supportive work environment and good facilities can increase employee productivity and performance. Job satisfaction is often influenced by fair rewards and recognition of achievements. Employees who feel that their efforts are appreciated and rewarded appropriately are more likely to strive hard and perform better. Job satisfaction can also come from opportunities for career development and professional growth. Employees who feel they have a clear career path and opportunities for advancement are more motivated to achieve higher achievements. The results of this study are in accordance with the results of research from (Hefrizon, 2014) , (Zebua, 2020) , but the results of research from (Gusroni, 2021) which states that job satisfaction does not affect employee performance.

5. CONCLUSION, LIMITATIONS AND SUGGESTIONS

5.1 Conclusion

The conclusion of the research results is that simultaneously, motivation and job satisfaction affect employee performance. So there is no influence between motivation and employee performance. So there is an influence between job satisfaction and employee performance. This study underlines the importance of the role of job satisfaction in influencing employee performance and shows that although motivation is important, it must be supported by satisfactory working conditions to achieve optimal results. Management at PT. Samudra Jaya Shipping must take steps to improve employee job satisfaction as a top priority while continuing to manage motivation effectively.

5.2 Research Limitations

The study reveals that the combined effect of motivation and job satisfaction on employee performance is negligible, with motivation alone showing no significant impact on performance, while job satisfaction does have a significant effect. Path analysis was employed to examine the influence of independent variables on dependent variables, but alternative analytical methods might offer a more fitting approach or provide deeper insights into these relationships. The findings suggest that the motivational program at PT. Samudera Jaya Shipping does not significantly affect employee performance, highlighting the need for a reassessment and review of the program. Additionally, the research found that motivation has a negative effect on employee performance in the Mechanical department according to multiple regression analysis, suggesting that motivation might interact with other factors in a complex and indirect way, which warrants further investigation.

5.3 Suggestion

Future research should explore additional variables and be conducted across different companies or organizations to substitute for the variables of motivation and job satisfaction in relation to employee work performance at PT. Samudera Jaya Shipping. It is advisable to use alternative analytical methods in similar studies. To enhance the impact of motivation and job satisfaction on employee performance, PT. Samudera Jaya Shipping should focus on improving company performance by addressing underlying organizational characteristics. Notably, there is a significant relationship between job satisfaction and employee performance at the company's head office. The current motivational programs at PT. Samudera Jaya Shipping have been shown to have no effect on employee performance, indicating the need for a thorough evaluation. The multiple regression analysis revealed that job satisfaction positively affects employee performance in the Mechanical department, whereas motivation had a negative effect. Furthermore, significance tests have demonstrated that job satisfaction is a more influential variable compared to motivation.

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