

The Influence of Motivation and Job Satisfaction on Employee Performance

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ABSTRACT

This study aims to analyze the influence of work motivation and job satisfaction on employee performance at PT. Sumber Alfaria Trijaya Tbk. The research employs a quantitative approach using a multiple linear regression method. The population in this study includes all PT employees. Sumber Alfaria Trijaya Tbk, while the sample consists of 40 respondents selected through purposive sampling. Data were collected using a structured questionnaire and analyzed using validity and reliability tests, classical assumption tests, and hypothesis testing through partial and simultaneous analysis. The results show that both work motivation and job satisfaction positively and significantly affect employee performance, either partially or simultaneously. These findings suggest that employee performance can be improved by increasing motivation and job satisfaction through organizational policies that support career development, reward systems, and a positive work environment. The research contributes to the field of human resource management by reinforcing the role of psychological factors in enhancing work performance.

Keywords: Work Motivation, Job Satisfaction, Employee Performance, Human Resource Management.

I. Introduction

The Human Resources (HR) function aims to achieve the goals and objectives of the industry and provide experience in managing various internal and external problems. Human resources also play a vital role in the overall goals and performance of the company because skilled employees can reduce internal and external problems. These are two unavoidable challenges faced by the business world, leading to various terms such as Human Resource Management, Labor Management, and Personnel Management. A company's resources determine how far it can grow, and the two main objectives of human resource management are to plan for future resource growth, acquire as many human resources as possible, and improve them ethically. Advancements in Politics, Social Sciences, Law, Economics, Culture, and knowledge undoubtedly can cause various obstacles. Considering these obstacles, human resource management is considered essential for businesses to overcome current problems as well as potential future ones. A person's ability to pursue various disciplines will make completing the various responsibilities the organization assigns easier. In addition, human resources who already possess these skills can also overcome difficulties that may arise or that they will face.

PT. Sumber Alfaria Trijaya Tbk, located in Tangerang Regency, is in the trade and distribution industry and is part of Indonesia's leading minimarket retail sector. It has received many awards, including the best

platinum brand award, digital market, and social market. The company must be able to develop its employees' performance potential to survive in its business. It must also continuously improve the skills and quality of its workforce, so it can withstand the fierce competition that is currently happening among business players. Therefore, to achieve the company's vision and mission goals, the business world must continuously improve the performance of its employees.

Based on field data from 2020 to 2021, all performance was classified as good. In 2022, performance began to decline in leadership, punctuality, efficiency in completing tasks, and work results according to job descriptions. In 2023, it showed that almost all performance was classified as poor. This was caused by unsatisfactory compensation provided by the company, high loyalty leading to work fatigue, lack of motivation given to employees to work harder in achieving targets, resulting in a decline in employee performance at PT. Sumber Alfaria Trijaya Tbk. If this problem continues to be ignored, the company will lose productivity, and its development will gradually decline. In the worst-case scenario, the company could shut down. According to Adhari (2020:77), this definition describes performance as the result of an assignment or a specific work activity during a predetermined period, which shows the time and quality of the work completed. Based on the problems, the writer provides a general limitation: quality, quantity, time, cooperation among employees, and supervision are important factors in achieving maximum and effective performance. Another factor affecting employee work results is the lack of appreciation and motivation. The appreciation and motivation factors that occur in the company include a lack of communication between superiors and subordinates, and the facilities provided do not meet employee expectations, resulting in an ineffective work atmosphere and a lack of appreciation given by the company to employees who have competent performance and motivation at PT. Sumber Alfaria Trijaya Tbk is considered less than optimal because there is still a lack of motivation from superiors to subordinates, leading to a lack of employee enthusiasm at work. Employees do not feel satisfied with their work and performance in fulfilling tasks from their superiors, and there is a decline in work quality, resulting in suboptimal work outcomes, the results of observations conducted by the researcher at PT. Sumber Alfaria Trijaya Tbk shows that there are still shortcomings in the motivation conditions, which will have a negative impact on the company.

Based on field data from 2020 to 2021, goals and targets were still in place. Meanwhile, from 2022 to 2023, motivation was still not in line with what employees expected, due to the lack of motivation given by superiors to their subordinates. If this issue continues to be ignored, it will result in the loss of work enthusiasm. When employees lack motivation to carry out their tasks to the best of their abilities, they will eventually give up on their responsibilities, and the company's goals will not be achieved. According to the human resource management book by Hasibuan (Sutrisno, 2017, p. 111), motivation is the driving force that attracts interest. Several factors determine employee job satisfaction at PT. Sumber Alfaria Trijaya Tbk consists of two main factors: job satisfaction factors, which include psychological aspects such as hobbies, influencing employee behavior, peace in work, work time arrangement, and rest time. The financial aspect includes the system, social security, various allowances, career advancement, and several things related to employee guarantees and welfare. The results of the researcher's observations at PT. Sumber Alfaria Trijaya Tbk shows a lack of job satisfaction among employees, including:

Table 1. Job Satisfaction Data at PT. Sumber Alfaria Trijaya Tbk

No	Job Satisfaction Aspect	2020	2021	2022	2023
1	Salary	Not Good	Not Good	Fairly Good	Fairly Good
2	Career Advancement	Good	Fairly Good	Poor	Poor
3	Job Security	Not Good	Not Good	Fairly Good	Good
4	Colleagues	Not Good	Good	Not Good	Fairly Good
5	Working Conditions	Not Good	Less Good	Not Good	Not Good

Source: Data from Area Coordinator of PT. Sumber Alfaria Trijaya Tbk.

Based on Table 1, from 2020 to 2023, career advancement and colleagues are categorized as less favorable. Therefore, the company must improve in terms of salary, job security, and working conditions of its employees, because when employee job satisfaction is fulfilled, worker productivity will increase, allowing the business to achieve its goals. According to Handoko (2020:193), job satisfaction is described as an assessment indicator of employee satisfaction with their work results, which is determined by their positive workplace behavior and everything related to their working conditions. In today's highly competitive business environment, employee performance has become one of the most critical factors in ensuring organizational success and sustainability. PT. Sumber Alfaria Trijaya Tbk, one of Indonesia's leading retail companies, must continuously strive to improve its workforce performance to remain competitive. However, based on recent data from 2020 to 2023, there has been a noticeable decline in key performance indicators such as leadership, timeliness, efficiency, and output quality, closely related to motivation and job satisfaction.

Motivation and job satisfaction are fundamental psychological factors influencing employee behavior and work outcomes. When employees feel motivated and satisfied with their job, especially in terms of compensation, career advancement, job security, and working conditions, they are likelier to perform at their best. Conversely, a lack of motivation and dissatisfaction can lead to decreased productivity, low morale, and high turnover rates, ultimately threatening the company's ability to achieve its goals, given the observable decline in performance and job satisfaction indicators at PT. Sumber Alfaria Trijaya Tbk, this research becomes urgent and necessary. It aims to investigate how motivation and job satisfaction influence employee performance, providing valuable insights that can help management formulate better human resource strategies. This study is expected to contribute to developing a more supportive work environment that fosters employee growth, engagement, and productivity essential for the company's long-term success.

II. Literature Review and Hypothesis Development

2.1. Motivation

Work motivation refers to the internal drive or external influence that compels individuals to exert effort and perform optimally in their jobs. Busro (2020) defines work motivation as an individual's willingness to give their best effort to achieve organizational goals while simultaneously fulfilling personal needs. In this sense, motivation becomes a critical determinant of an employee's level of involvement and performance in the workplace. One of the most influential theories of motivation is Maslow's Hierarchy of Needs (Maslow, 1943). Maslow proposed five levels of human needs: physiological, safety, love and belonging, esteem, and self-actualization. Initially, these needs were believed to be satisfied sequentially from basic to higher levels. However, further research has shown that human needs can co-occur and do not always follow a strict hierarchy. Maslow also emphasized that human needs extend beyond physical requirements to include psychological, intellectual, and spiritual dimensions. These needs are dynamic and may resurface even after being fulfilled. Moreover, physical needs that begin as quantitative demands can evolve into qualitative aspirations, such as pursuing a better quality of life. This complexity reinforces the value of Maslow's theory in understanding work motivation in diverse contexts.

Building on motivation theories, McClelland (1961) introduced the Need for Achievement theory, arguing that individuals desire to achieve, face challenges, and improve performance. Those with high achievement needs are typically inclined toward tasks that demand effort and skill, demonstrating a strong personal ambition to succeed and a willingness to manage resources effectively. Clayton Alderfer (1969) further expanded Maslow's framework through the ERG theory, which classifies needs into three core categories: existence, relatedness, and growth. Unlike Maslow's hierarchical model, ERG theory suggests that these needs can be pursued simultaneously and flexibly. When one need is unfulfilled, an individual may intensify efforts to fulfill another, showing a pragmatic adaptation to the realities of their environment. Another widely recognized contribution to motivation theory comes from Herzberg (1959), who proposed the Two-Factor Theory. This theory distinguishes between motivators—factors that lead to job satisfaction, such

as achievement, recognition, and growth—and hygiene factors, which include salary, working conditions, and company policies. While motivators enhance performance, hygiene factors must be adequately managed to prevent dissatisfaction. In addition, motivation can be classified into intrinsic and extrinsic types. Intrinsic motivation originates within the individual, driven by personal goals, interest in the task, and a sense of achievement. In contrast, extrinsic motivation is influenced by external rewards such as bonuses, promotions, or recognition from others (Deci & Ryan, 1985). Both types of motivation are essential and often work synergistically to maximize performance.

Although intrinsic motivation tends to foster long-term commitment, extrinsic motivation plays a vital role when tasks are routine or less stimulating. A balanced application of intrinsic and extrinsic rewards can help organizations maintain a motivated and productive workforce, particularly when employees feel personally fulfilled and publicly appreciated. Work motivation is also affected by internal and external factors. Internal factors include personal aspirations, desire for success, and the need for recognition or influence. External factors involve workplace conditions, compensation systems, job security, effective leadership, and clear job roles (Robbins & Judge, 2019). These variables significantly shape a team member's motivation in their organizational environment. Finally, several indicators are commonly used to assess motivation. Mangkunegara (2019) outlines indicators such as responsibility, work achievement, opportunity for advancement, recognition of performance, and ability to handle challenges. Employees with high motivation levels generally demonstrate a strong sense of responsibility, strive for excellence, seek development opportunities, value recognition, and are prepared to take on complex tasks. Understanding these elements enables organizations to craft more effective strategies in building employee motivation and enhancing overall productivity.

2.2. Job Satisfaction

Job satisfaction refers to an individual's general attitude toward their work, reflected through happiness or dissatisfaction while performing job-related tasks. Employees who experience high levels of satisfaction typically demonstrate positive attitudes toward their roles, whereas those who are dissatisfied are more likely to develop negative perceptions. This emotional state plays a critical role in determining the effectiveness and productivity of individuals within an organizational environment (Luthans, 2018). Each employee experiences job satisfaction differently, depending on personal values and individual expectations. Therefore, job satisfaction is inherently subjective and shaped by one's perception of their work conditions. In this regard, job satisfaction can be viewed as an emotional evaluation of the job itself, whether it brings pleasant or unpleasant feelings, and this evaluation often stems from the comparison between what the employee expects and what they experience in the workplace (Afandi, 2018). Discrepancy Theory offers a foundational perspective on job satisfaction by suggesting that satisfaction arises when there is alignment between expectations and outcomes. If job experiences meet or exceed expectations, satisfaction occurs; however, dissatisfaction results when the reality falls short. Complementing this, Equity Theory posits that perceptions of fairness in the workplace, particularly in task distribution, rewards, and treatment, are central to employees' satisfaction or dissatisfaction (Adams, 1965; Robbins & Judge, 2019).

Afandi (2018) identifies several determinants of job satisfaction, such as fulfilling personal needs, perceived discrepancies between expectations and reality, achieving personal values, organizational justice, and the prevailing work culture. Satisfaction increases when job characteristics meet employees' needs and values. On the other hand, significant gaps between expectations and reality often lead to discontent. A fair and inclusive work environment can potentially enhance job satisfaction. In addition to these factors, organizational culture significantly influences how employees perceive their work environment. A culture characterized by mutual respect, shared values, and effective communication can positively affect employee morale and satisfaction. Conversely, a toxic or poorly structured culture may erode trust and foster disengagement, ultimately lowering job satisfaction and performance (Spector, 1997). Researchers and practitioners often refer to several key indicators to assess job satisfaction. Luthans (2018) highlights five

primary elements: compensation, promotion opportunities, supervision, coworker relationships, and the nature of the work itself. These indicators serve as benchmarks to determine how employees feel about different aspects of their job, with each component playing a distinct role in shaping the overall satisfaction level. Salary or compensation is one of the most discussed aspects of job satisfaction. While it is not the sole determinant, fair and transparent pay structures aligned with job responsibilities and employee contributions are crucial. When employees feel undercompensated or unfairly treated, dissatisfaction rises, regardless of their interest in the job (Greenberg & Baron, 2003).

Promotion, or the opportunity to advance in one's career, is another crucial factor. It represents recognition of employee efforts and potential for future development. Fair promotion systems motivate employees and reinforce their sense of achievement. However, biased or unclear promotion processes may result in frustration and disengagement (Robbins & Judge, 2019). Adequate supervision also significantly affects job satisfaction. Leaders who provide support, clear direction, and meaningful recognition tend to foster a more positive and productive work environment. Employees are more likely to feel valued and empowered when supervisors build trust and acknowledge their contributions (Luthans, 2018). Furthermore, coworker relationships serve as a foundation for daily workplace interactions. A collaborative and friendly environment promotes comfort and cohesion, enhancing individual satisfaction. Lastly, the nature of the work itself plays a vital role. Jobs that are engaging, challenging, and offer growth opportunities tend to increase employee satisfaction. Routine or monotonous tasks may hinder fulfillment, while meaningful assignments create a sense of purpose. Therefore, job design should emphasize operational efficiency and personal development to create a satisfied and motivated workforce.

2.3. Employee Performance

Employee performance is generally understood as the relationship between output, goods or services, and the inputs used within an organization, including labor, materials, and financial resources. The term "performance" is derived from the word performance, which refers to the outcomes or achievements of an individual at work. Employee performance reflects the tangible contributions made by individuals toward realizing organizational goals, making it an essential factor in both individual and group effectiveness (Adhari, 2020). Adhari (2020) defines employee performance as the result of work activities carried out over a specific period, measured in quality and quantity. Reung (2019) adds that performance can be observed and evaluated through individual behaviors that contribute to achieving organizational objectives. Sinaga (2020) emphasizes that performance is not only the result of task execution but is also influenced by multiple variables that interact within a given timeframe to support organizational success. Fadil Sandewa (2018) further explains that performance represents the outcome of efforts by individuals or groups to fulfill their responsibilities, and it must align with legal, ethical, and moral standards. Thus, performance is measured by efficiency, effectiveness, and adherence to organizational values and principles, reinforcing its multidimensional nature within the workplace.

The primary goal of employee performance is to align individual contributions with the overarching mission and vision of the organization. Wibowo (2017) outlines several performance objectives, ranging from corporate-level goals associated with organizational mission and strategy to individual-level responsibilities related to personal tasks and accountability. Intermediate levels include senior management goals, business unit targets, and team-based objectives, each contributing to a coherent performance management system. Rivai (2016) highlights that performance objectives serve several functions. These include identifying employee achievements, providing a basis for rewards and incentives, promoting accountability, increasing motivation and work ethic, differentiating performance levels among employees, strengthening workplace communication, supporting human resource planning, and assisting with proper employee placement. Collectively, these functions aim to create synergy between personal efforts and organizational goals.

Performance outcomes are shaped by various interrelated factors, with ability and motivation being two of the most critical. According to Keith Davis, performance results from the combination of ability and

motivation, where motivation is influenced by one's attitude and workplace context, while ability includes knowledge and skills relevant to the job. Effective performance is more likely when employees possess the intellectual and practical capabilities that align with job demands (Davis, in Mangkunegara, 2019).

The ability factor encompasses innate potential, such as intelligence quotient (IQ), and acquired skills, such as technical proficiency. Employees with appropriate skills and knowledge are more likely to meet performance expectations. Therefore, assigning tasks that match individual competencies is crucial to maximizing output. An optimal fit between skills and job roles ensures that employees are capable and confident in delivering results. Conversely, motivation stems from the employee's mental attitude and response to their working environment. A psychological drive encourages individuals to pursue and achieve organizational targets. According to McClelland (1961), employees with a high need for achievement tend to be more performance-oriented, actively seeking challenges and striving for excellence. Whether intrinsic or extrinsic, motivation must be nurtured to sustain high employee engagement.

The workplace itself plays a pivotal role in maintaining performance levels. A supportive environment with effective leadership, fair evaluation systems, and development opportunities can significantly enhance performance. When employees feel recognized and valued, their motivation is likely to rise, positively influencing their productivity and commitment to organizational success (Robbins & Judge, 2019). Employee performance is a multifaceted construct integrating output measures with underlying behavioral, psychological, and environmental factors. The concept is grounded in theories of motivation, ability, and organizational alignment and serves as a foundation for strategic human resource development. A thorough understanding of performance determinants enables organizations to implement systems that improve efficiency, employee satisfaction, and the achievement of corporate goals.

III. Research Method

This research employs a quantitative associative approach aimed at testing the relationship between the independent variables, namely motivation (X1) and job satisfaction (X2), on employee performance (Y). The quantitative method is chosen because the study emphasizes collecting numerical data, which is analyzed using statistical tools to obtain objective conclusions. Sugiyono (2018) states that quantitative research, which is based on positivism, uses measurable and testable data to solve problems scientifically. The research was conducted at PT. Sumber Alfaria Trijaya Tbk, located in Cisoka District, Tangerang Regency, with the research subjects being employees from 16 stores in the area. The research period spanned five months, from November 2023 to July 2024, covering proposal development, data collection through questionnaires, data processing, and the preparation of the research report.

The variables studied include motivation, job satisfaction, and employee performance. The motivation variable (X1) encompasses aspects such as responsibility, work achievement, opportunities for advancement, recognition of performance, and challenging tasks. The job satisfaction variable (X2) is measured through indicators such as salary, promotion, supervision, coworker relationships, and the work itself. Meanwhile, the employee performance variable (Y) is assessed based on quality, quantity, task execution, and responsibilities defined by the company. Each indicator is broken down into several questionnaire items using a Likert scale.

The population in this study consisted of all PT employees. Sumber Alfaria Trijaya Tbk in the Cisoka area, totaling 124 individuals. The sample was determined using the Slovin formula with a 10% margin of error, resulting in a sample size of 55 respondents. The use of partial census (saturated sampling) ensures that the sample proportionally represents the population, allowing the findings to be generalized. Data collection techniques include questionnaires, observation, documentation, and literature studies. The questionnaire served as the primary instrument to obtain primary data, and it was completed directly by respondents using a Likert scale. In addition, field observation was conducted to understand the real work conditions of the employees. Documentation and literature reviews were used to collect secondary data, such as company profiles and relevant theoretical references supporting the research.

Instrument testing included validity and reliability tests. The validity test ensured that each questionnaire item measured the intended variable. A question item is considered valid if the calculated r -value exceeds the critical r -table value. The reliability test assessed the consistency of measurement results using Cronbach's Alpha, with a questionnaire considered reliable if the alpha value is ≥ 0.6 . Next, classical assumption tests were conducted to ensure that the data met the conditions for regression analysis. These tests included the normality test to examine the distribution of residuals, the multicollinearity test to ensure no correlation between independent variables, the heteroscedasticity test to verify the homogeneity of residual variance, and the autocorrelation test to determine the presence of correlations among residuals. These tests are crucial to ensure the validity and reliability of the regression model used.

For data analysis, multiple linear regression analysis was used to examine the simultaneous influence of motivation and job satisfaction on employee performance. This analysis aims to determine the magnitude and direction of each variable's positive or negative influence on performance. The coefficient of determination (R^2) test was conducted to measure how much of the variation in employee performance could be explained by motivation and job satisfaction. A value of R^2 approaching 1 indicates a strong influence of the independent variables. Correlation tests (r) assessed the relationships between variables, with interpretations ranging from very strong to very weak. Finally, hypothesis testing was carried out using the t -test and F -test. The t -test determined the partial effect of motivation and job satisfaction on employee performance, while the F -test examined the simultaneous effect of both independent variables. Test decisions were based on significance values, where a significance value < 0.05 indicates that the alternative hypothesis is accepted, meaning there is a significant effect between the variables. Thus, this research method is comprehensively designed to address the research problem regarding the influence of motivation and job satisfaction on employee performance at PT. Sumber Alfaria Trijaya Tbk.

IV. Results and Discussion

4.1. Company Profile

PT. Sumber Alfaria Trijaya Tbk is a company that owns the retail brand Alfamart. On February 22, 1989, Djoko Susanto and his family established PT. Sumber Alfaria Trijaya Tbk with the primary goal of operating in the trading and distribution of various goods. Later that same year, PT HM Sampoerna acquired Djoko Susanto's shares. In 1994, there was a shift in the ownership structure, with PT HM Sampoerna holding 70% of PT. Sumber Alfaria Trijaya Tbk's shares, while Djoko Susanto's family retained the remaining 30%. The minimarket under the "Alfamart" brand was first established in 2002 when Djoko Susanto chose to acquire 141 Alfa Minimart locations, previously managed by PT Alfa Minimart Utama (AMU), and positioned PT Sumber Alfaria Trijaya as the parent company of Alfamart. Due to the company's success and business expansion, Djoko Susanto and PT Sigmantara Alfindo decided to purchase 70% of PT HM Sampoerna's shares in 2006, thus acquiring majority ownership of PT Sumber Alfaria Trijaya. This move enabled Djoko Susanto and PT Sigmantara Alfindo to become dominant shareholders, solidifying Alfamart's presence under PT Sumber Alfaria Trijaya's leadership.

The company released 343 million shares at an offering price of IDR 395. Alfamart continued expanding its operations by introducing conveyor belt systems. By 2009, more than 3,300 stores were operating throughout Indonesia. The company's development persisted; by 2012, over 7,000 minimarket locations had been opened. In the same year, the company established PT Sumber Indah Lestari, a subsidiary focused on retail cosmetics, and conducted a limited public offering without preemptive rights. In thirteen, after acquiring more shares from PT Midi Utama Indonesia Tbk, PT Sumber Alfaria Trijaya listed over 8,500 operational stores and established Alfamart Retail Asia Pte. Ltd., holding 100% ownership. The year 2014 marked Alfamart's expansion outside Indonesia, starting with the Philippine market by establishing Alfamart Trading Philippines Inc. PT Sumber Alfaria Trijaya increased its ownership in PT Midi Utama Indonesia Tbk to 86.72% by acquiring more shares. In 2015, the company founded PT Sumber Trijaya Lestari as a subsidiary to

manage its e-commerce platform Alfamart and registered over 11,000 operating outlets. Additionally, it reported over 12,000 active locations and launched AlfaMind, Indonesia's first visual store using augmented reality technology. By 2019, Alfamart had been operating in Indonesia for 20 years. PT Sumber Alfaria Trijaya made several breakthroughs to continue growing its business, recording over 14,300 outlets operating in Indonesia and over 750 outlets in the Philippines, supported by three distribution centers. The company also acquired a 75% stake in PT Global Loyalty Indonesia and launched the Alfagift application. In 2021, PT Sumber Alfaria Trijaya increased its capital injection into PT Midi Utama Indonesia Tbk, significantly raising its ownership to 89.43%. As of that year, the company operated 16,492 stores across Indonesia, including 22 outlets in Papua, and more than 1,200 in the Philippines.

4.2. Respondent Characteristics

The characteristics of respondents in this study are categorized based on gender, age, last education level, length of employment, and job position. This data is presented to provide a general overview of the respondents' profiles within the research sample. First, regarding gender, out of 55 respondents, the majority were female, totaling 35 individuals or 63.6%, while 20 respondents or 36.4% were male. This indicates that most of the employees participating in the study were women. Second, regarding age, the majority of respondents were between 21 and 25 years old, with 44 individuals, or 80%, reflecting a dominance of young, productive age within the company. Meanwhile, nine respondents (16.4%) were aged 26–30 years, and the under-20 and over-30 age categories had one respondent each, accounting for 1.8% respectively. Third, in terms of the last education level, most respondents had a senior high school/vocational school background (SMA/SMK), with 48 individuals or 87.3%, followed by four respondents with a bachelor's degree (S1) or 7.3%, and three diploma graduates or 5.5%. This data illustrates that most employees came from a secondary education background.

Fourth, based on length of employment, most respondents had 1 to 5 years of work experience, with 43 individuals, or 78.2%, indicating that most employees were at the early to mid stages of their career journey. Additionally, seven individuals (12.7%) had worked for less than one year, four individuals (7.3%) had worked for 6–10 years, and only one respondent (1.8%) had been with the company for more than 10 years. Fifth, when viewed from a job position, respondents holding the position of Crew of Store dominated the group, totaling 28 individuals or 50.9%, followed by Assistant Chief of Store with 23 individuals or 41.8%, and Chief of Store with four individuals or 7.3%. This shows that most of the respondents held operational-level positions.

The predominantly young respondents who are educated at the high school/vocational level, have 1–5 years of work experience, and serve as store crew, reflect that the employees involved in this study are active operational workers who contribute directly to the company's daily operations. This data is crucial for understanding the respondents' background and analyzing the variables of motivation, job satisfaction, and employee performance at PT. Sumber Alfaria Trijaya Tbk.

4.3. Validity Test

Table 2. Validity Test Results

Variable	Item	R Count	R Table	Info
Motivation	X1.1	0,722	0,2241	Valid
	X1.2	0,647		Valid
	X1.3	0,761		Valid
	X1.4	0,756		Valid
	X1.5	0,765		Valid
	X1.6	0,691		Valid
	X1.7	0,726		Valid

Variable	Item	R Count	R Table	Info
	X1.8	0,79		Valid
	X1.9	0,723		Valid
	X1.10	0,703		Valid
Job Satisfaction	X2.1	0,495	0,2241	Valid
	X2.2	0,708		Valid
	X2.3	0,568		Valid
	X2.4	0,693		Valid
	X2.5	0,754		Valid
	X2.6	0,677		Valid
	X2.7	0,697		Valid
	X2.8	0,845		Valid
	X2.9	0,761		Valid
	X2.10	0,809		Valid
Employee Performance	Y.1	0,819	0,2241	Valid
	Y.2	0,693		Valid
	Y.3	0,855		Valid
	Y.4	0,659		Valid
	Y.5	0,882		Valid
	Y.6	0,809		Valid
	Y.7	0,791		Valid
	Y.8	0,708		Valid
	Y.9	0,622		Valid
	Y.10	0,799		Valid

Based on the data in Table 2, the Work Motivation variable (X1) obtained an r-count value greater than the r-table value (0.2241), the Job Satisfaction variable (X2) also obtained an r-count value greater than the r-table value (0.2241), and the Employee Performance variable (Y) likewise obtained an r-count value greater than the r-table value (0.2241). Thus, all questionnaire items are declared valid. Therefore, the questionnaire can be used and processed as research data.

4.4. Reliability Test

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Standart	Info
Work Motivation	0,895	0,60	Reliable
Job Satisfaction	0,875	0,60	Reliable
Employee Performance	0,911	0,60	Reliable

The results of the reliability test show that the calculated alpha coefficient (r) for all variables is greater than the required criterion or critical value (rule of thumb) of 0.600, namely 0.895, 0.875, and 0.911, respectively.

4.5. Normality Test

In Figure 1, the standard probability plot shows a pattern consistent with normality. This is indicated by the points scattered around the diagonal line, with the distribution following the diagonal direction. Therefore, it can be concluded that the regression model meets the normality assumption.

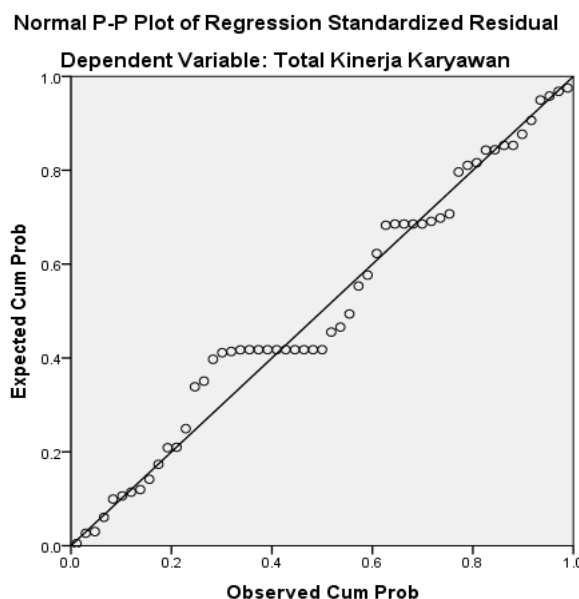


Figure 1. Normality Test

4.6. Multicollinearity Test

Table 4. Multicollinearity Test

Model	Variable	Tolerance	VIF
1	Work Motivation	0.401	2.494
	Job Satisfaction	0.401	2.494

Based on the test results in Table 4, the tolerance value for the Work Motivation variable is 0.401, and for Job Satisfaction is also 0.401, which are greater than 0.1. The Variance Inflation Factor (VIF) value for the Work Motivation variable is 2.494, and for the Job Satisfaction variable is 2.494, both of which are less than 10. Therefore, it can be concluded that this regression model does not suffer from multicollinearity issues.

4.7. Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results Using the Glejser Test

Model	Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.007	0.525		0.013	0.989
	Work Motivation	0.018	0.019	0.208	0.958	0.343
	Job Satisfaction	-0.011	0.016	-0.144	0.664	0.51

Based on the test results in Table 5, the Glejser test for the Work Motivation variable (X1) shows a significant value of 0.343. The significance of the Job Satisfaction variable (X2) is 0.510, greater than 0.05. Therefore, the regression model in this data does not have heteroscedasticity issues, indicating that the regression model is appropriate for research purposes.

4.8. Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.636	4.136		1.605	.115
	Work Motivation	.498	.150	.456	3.316	.002
	Job Satisfaction	.350	.130	.371	2.699	.009

a. Dependent Variable: Employee Performance

Based on the test results in table 6, the regression equation obtained is:

$$Y = 6.636 + 0.498 X_1 + 0.350 X_2.$$

From the equation in Table 6, the following conclusions can be drawn:

1. The constant coefficient 6.636 indicates that if the independent variables are considered constant (due to their positive value), they positively affect the employee performance level at PT. Sumber Alfaria Trijaya Tbk.
2. The Work Motivation variable (X1) has a coefficient of 0.498, which is positive. This means a positive relationship exists between work motivation, job satisfaction, and employee performance at PT. Sumber Alfaria Trijaya Tbk. The partial test results for variable X1 (Work Motivation) on variable Y (Employee Performance) show a t-count value of 3.316 > t-table value of 1.674 and a significance level of 0.002 < 0.05. Therefore, it can be concluded that work motivation has a significant partial effect on employee performance.
3. The Job Satisfaction variable (X2) has a coefficient of 0.350, which is positive. This indicates a positive relationship between job satisfaction, work motivation, and employee performance at PT. Sumber Alfaria Trijaya Tbk. The partial test results for variable X2 (Job Satisfaction) on variable Y (Employee Performance) show a t-count value of 2.699 > t-table value of 1.674 and a significance level of 0.009 < 0.05. Therefore, it can be concluded that job satisfaction has a significant partial effect on employee performance.

Table 7. Results of Simultaneous Correlation Coefficient Analysis

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.779 ^a	.607	.591	2.828	.607	40.080	2	52	.000

a. Predictors: (Constant), Job Satisfaction, Work Motivation

Based on the test results in Table 7, the correlation coefficient value is 0.779, which falls within the interval of 0.600 to 0.799. This indicates that the variables of work motivation and job satisfaction have a strong relationship with employee performance. Based on the results shown in the table, the coefficient of determination is 0.591. This means that work motivation and job satisfaction influence the employee performance variable by 59.1%, while the remaining 40.9% (100% - 59.1%) is influenced by other factors not examined in this study.

Table 8. Results of Simultaneous Hypothesis Testing (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	641.009	2	320.505	40.080	.000 ^b
	Residual	415.827	52	7.997		
	Total	1056.836	54			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Job Satisfaction, Work Motivation						

Based on the test results in Table 8, the F-count value is greater than the F-table value ($40.080 > 3.175$), which is also supported by a significance level less than 0.05 ($0.000 < 0.05$). Therefore, it can be concluded that work motivation and job satisfaction together positively and significantly affect employee performance at PT. Sumber Alfaria Trijaya Tbk.

4.9. Discussion

This study reveals that work motivation and job satisfaction positively and significantly influence employee performance at PT. Sumber Alfaria Trijaya Tbk. The findings emphasize that psychological aspects, such as internal work drive and satisfaction with working conditions, play a crucial role in shaping individual productivity within an organization. This is in line with the view of Robbins and Judge (2019), who stated that individual factors are key determinants in achieving optimal performance in the workplace. Work motivation has been proven to contribute substantially to improving employee performance. Employees with strong internal drive tend to be more focused, persistent, and responsible in completing tasks. McClelland's (1961) need for achievement theory emphasized that highly motivated individuals are consistently driven to excel, pursue accomplishments, and avoid failure in their work. Job satisfaction has also been shown to have a significant effect on performance. When employees feel satisfied with their job, whether regarding rewards, workplace relationships, or the environment, they are likelier to demonstrate loyalty and commitment to their responsibilities. Herzberg's (1959) Two-Factor Theory affirms that motivator factors such as achievement, recognition, and responsibility drive performance improvements.

These findings also align with Maslow's (1943) hierarchy of needs theory, in which esteem and self-actualization needs motivate individuals to enhance their performance. Within the organizational context, fulfilling these needs can be achieved by offering suitable challenges, recognition for accomplishments, and opportunities for personal growth. This research outcome is consistent with a study conducted by Asmawiyah, Mukhtar, and Nurjaya (2020), which found that motivation and job satisfaction jointly contribute to improved employee performance in the service sector. Their study also emphasized the importance of creating a work environment that supports employees' psychological needs to achieve optimal results.

Similarly, a study by Erni and Donni (2018) reinforced the importance of job satisfaction in shaping productive workplace behavior. Their findings highlighted that satisfied employees are more likely to build positive interpersonal relationships and cooperate effectively to achieve organizational goals. High-motivation employees exhibit disciplined behavior, accountability, and resilience under pressure. This shows that motivation encourages enthusiasm and strengthens an individual's ability to face job-related challenges (Mangkunegara, 2020). Meanwhile, high job satisfaction creates a harmonious working environment. Employees who are satisfied with reward systems, coworker relationships, and leadership styles feel appreciated and motivated to contribute at their best (Luthans, 2018). Satisfaction is fundamental to building loyalty and dedication to the organization.

From a managerial perspective, the findings offer valuable insights for company leadership in designing human resource development strategies. Programs that enhance motivation, such as training, rewards, and challenging assignments, should be integrated with policies that increase satisfaction, such as improved working conditions, open communication, and recognition systems (Busro, 2020). Organizational leaders also play a strategic role in fostering motivation. Participative and communicative leadership styles

can build strong relationships between supervisors and subordinates, encouraging employees to perform at their best (Hasibuan, 2020). Job satisfaction factors such as career paths, job security, and interpersonal dynamics must also be considered. When these elements are well-managed, employees' psychological and emotional stability improves, enhancing their productivity (Handoko, 2020).

These findings indicate that improved performance is not solely the result of technical work improvements, but also of a human-centered approach that addresses employees' emotional and psychological needs. Companies that adopt such a balanced strategy are more likely to achieve sustainable competitive advantages. In a dynamic business environment, companies like PT. Sumber Alfaria Trijaya Tbk must continuously align its management practices with employee expectations. Paying attention to motivation and job satisfaction is a long-term investment that strengthens the company's market position (Rivai, 2016). Therefore, human resource management strategies must adopt a holistic approach, addressing motivational factors and employee well-being. Balancing these elements creates a healthy and productive work climate (Rustika, 2021). This research enriches the empirical literature in human resource management. It provides a strong foundation for organizational policy decisions aimed at developing employees' full potential sustainably and in an integrated manner.

V. Conclusion

This study examined the influence of work motivation and job satisfaction on employee performance at PT. Sumber Alfaria Trijaya Tbk. The findings indicate that motivation and job satisfaction significantly contribute to improving employee performance. Employees who feel motivated and satisfied with their job tend to demonstrate higher commitment, greater productivity, and improved work outcomes. Motivation, especially in recognition, challenging tasks, and growth opportunities, is a critical internal driver that encourages employees to perform at their best. Meanwhile, job satisfaction, shaped by compensation, career advancement, working conditions, and interpersonal relationships, is equally vital in maintaining employee morale and reducing turnover. The study also shows that the combined effect of motivation and job satisfaction creates a supportive and conducive work environment, which fosters optimal performance. These findings are consistent with previous research and theoretical frameworks such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, reinforcing that psychological and environmental factors jointly influence job performance. Therefore, management at PT. Sumber Alfaria Trijaya Tbk is encouraged to prioritize strategies that strengthen employee motivation and enhance job satisfaction. This may include developing clear career paths, offering regular feedback and recognition, and improving workplace conditions. The company can boost performance levels, ensure sustainable growth, and maintain its competitive advantage in the retail industry.

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