



The Effect of Motivation and Job Satisfaction on Employee Performance at CV. Sengon Maju Lancar Kediri

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Abstract

This study investigates the influence of motivation and job satisfaction on employee performance at CV. Sengon Maju Lancar, a wood-processing company in Kediri, Indonesia. Using a quantitative approach and Partial Least Squares Structural Equation Modeling (PLS-SEM), data were collected from 50 production employees through structured questionnaires. The results reveal that motivation has a significant and positive effect on employee performance, with achievement being the most influential motivational factor. In contrast, job satisfaction does not significantly affect performance, suggesting that satisfaction alone may not drive productivity in this context. These findings highlight the importance of motivational strategies in enhancing workforce effectiveness, particularly in labor-intensive industries. The study contributes to the literature by providing empirical evidence from a small and medium-sized enterprise (SME) in Indonesia and offers practical recommendations for human resource management.

Keywords: *Employee performance; motivation; job satisfaction; SMEs; PLS-SEM; wood-processing industry; human resource management; Indonesia.*

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I. Introduction

Human resources (HR) are widely recognized as the most critical asset in organizational success, surpassing other resources in their impact on performance and sustainability. Effective HR management plays a pivotal role in aligning employee roles and relationships to achieve organizational goals efficiently (Ulum et al., 2024). In manufacturing firms, particularly those operating in labor-intensive sectors such as wood processing, the strategic management of human capital becomes even more essential. Employees serve not only as executors of operational tasks but also as thinkers and planners whose potential—time, energy, and skills—must be harnessed to drive productivity and innovation.

Motivation and job satisfaction are two fundamental psychological constructs that significantly influence employee performance. When employees are motivated and satisfied with their work environment, they tend to exhibit higher levels of engagement, commitment, and output (Bahrudin & Iryanti, 2023). Conversely, inadequate motivation and dissatisfaction can lead to absenteeism, reduced productivity, and high turnover rates. These issues are particularly relevant in small and medium-sized enterprises (SMEs), where human resource limitations often exacerbate operational challenges.

CV. Sengon Maju Lancar, a wood-processing company located in Kediri, East Java, Indonesia, exemplifies the challenges faced by SMEs in managing employee performance. Despite its strategic role in producing plywood and other wood-based products for export, the company has experienced a consistent decline in employee performance over the past three years. Data from 2022 to 2024 reveal a downward trend in both production volume and revenue, with actual outputs falling significantly short of targets (CV. Sengon Maju Lancar, 2025). This decline has been attributed to technical constraints, material shortages, and diminished employee morale.

Further analysis of employee attendance records indicates a rise in tardiness and authorized absences, suggesting a deterioration in work motivation. The increasing percentage of late arrivals and leave requests reflects a growing sense of disengagement among workers, likely stemming from operational disruptions and unmet expectations (CV. Sengon Maju Lancar, 2025). These findings underscore the importance of understanding the psychological drivers of employee behavior, particularly motivation and job satisfaction, in enhancing organizational performance.

Motivation, defined as the internal drive that compels individuals to act toward achieving specific goals, is influenced by both intrinsic and extrinsic factors. Intrinsic motivation arises from personal fulfillment and the desire for growth, while extrinsic motivation is shaped by rewards, recognition, and working conditions (Fransiska & Tupti, 2020). In the context of CV. Sengon Maju Lancar, motivational factors such as career advancement opportunities, recognition of achievements, and equitable compensation are crucial in fostering employee engagement.

Job satisfaction, on the other hand, refers to the emotional response of employees to their work environment, encompassing aspects such as compensation, supervision, work relationships, and career development (Rosmaini & Tanjung, 2019). A satisfied employee is more likely to exhibit positive attitudes, contribute meaningfully to organizational goals, and remain loyal to the company. However, dissatisfaction—particularly regarding wages below regional minimum standards and inconsistent supervisory practices—has emerged as a significant concern at CV. Sengon Maju Lancar.

The interplay between motivation and job satisfaction is complex and often reciprocal. While motivated employees may derive satisfaction from their achievements, satisfied employees are more likely to be motivated to maintain or improve their performance (Jufrizen & Sitorus, 2021). Nevertheless, empirical studies have yielded mixed results regarding the strength and direction of these relationships. Some research suggests that both motivation and job satisfaction positively influence performance (Rahmawani & Syahrial, 2021), while others indicate that satisfaction alone may not significantly impact output (Fauziek & Yanuar, 2021).

Given these inconsistencies, this study aims to investigate the influence of motivation and job satisfaction on employee performance at CV. Sengon Maju Lancar. By employing a quantitative approach and utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM), the research seeks to provide empirical evidence on the extent to which these psychological factors affect performance outcomes. The findings are expected to offer practical insights for HR practitioners and contribute to the broader discourse on employee performance management in SMEs.

This study is particularly relevant in the post-pandemic era, where organizations are striving to rebuild operational resilience and employee engagement. Understanding the motivational and satisfaction-related determinants of performance can inform strategic interventions that enhance workforce productivity and organizational competitiveness. Moreover, the research contributes to the literature by examining these constructs within the context of a wood-processing SME in Indonesia, a sector that has received limited scholarly attention despite its economic significance.

In summary, the study addresses the following research questions: (1) Does motivation significantly influence employee performance at CV. Sengon Maju Lancar? (2) Does job satisfaction significantly influence employee performance at CV. Sengon Maju Lancar? By answering these questions, the research aims to clarify the roles of motivation and job satisfaction in shaping employee behavior and performance, thereby offering actionable recommendations for organizational improvement.

Employee performance has long been a central theme in organizational studies, particularly within the domain of human resource management. Numerous scholars have explored the antecedents of performance, with motivation and job satisfaction consistently emerging as key predictors. Motivation is conceptualized as an internal drive that propels individuals toward goal attainment, influenced by both intrinsic desires and extrinsic rewards (Afandi, 2018; Saripuddin & Handayani, 2017). It encompasses elements such as achievement, recognition, and opportunities for advancement, which collectively shape an employee's willingness to exert effort and persist in the face of challenges.

The theoretical foundation for motivation is rooted in psychological and behavioral theories, including Maslow's hierarchy of needs and Herzberg's two-factor theory. These frameworks suggest that employees are motivated not only by basic physiological needs but also by higher-order aspirations such as esteem and self-actualization. In organizational settings, motivation manifests through tangible indicators such as performance outcomes, initiative, and commitment to organizational goals (Farisi et al., 2020; Sitorus, 2020). Sutrisno (2019) identifies achievement, advancement opportunities, and career development as core indicators of work motivation, emphasizing their relevance in performance evaluation.

Job satisfaction, meanwhile, refers to the emotional and cognitive evaluation of one's job experiences. It is shaped by factors such as compensation, supervision quality, work environment, and interpersonal relationships (Rosmaini & Tanjung, 2019; Octavianti & Hamni, 2022). Satisfaction is not merely a passive state but a dynamic construct that influences employee attitudes, behaviors, and organizational outcomes. According to Jufrizen and Sitorus (2021), job satisfaction contributes to motivation and performance by fostering positive work attitudes and reducing turnover intentions.

The relationship between job satisfaction and performance has been the subject of extensive empirical investigation. While some studies affirm a positive and significant correlation (Rahmawani & Syahrial, 2021; Endra, 2022), others report inconclusive or context-dependent findings (Fauziek & Yanuar, 2021; Riwayat & Prasetyo, 2024). These discrepancies highlight the need for contextualized research, particularly in SMEs and labor-intensive industries where job roles are often routine and physically demanding.

Employee performance itself is defined as the extent to which individuals fulfill job responsibilities and contribute to organizational objectives. It encompasses dimensions such as reliability, initiative, quality of output, and collaboration (Gerung et al., 2022; Roring, 2017). Performance is influenced not only by individual capabilities but also by organizational support, including training, resources, and managerial practices (Pusparani, 2021). In SMEs, where resource constraints are common, optimizing performance requires a nuanced understanding of employee needs and motivational drivers.

Several studies have examined the interplay between motivation, job satisfaction, and performance. Latifah et al. (2019) found that both motivation and satisfaction significantly influence performance in manufacturing settings. Similarly, Fitrianto (2020) reported that motivation, discipline, and satisfaction jointly contribute to performance outcomes. Prastyo and Santoso (2022) emphasized the role of motivation in enhancing performance among service workers, while Maharani and Adiwati (2023) confirmed its significance in pharmaceutical firms.

However, not all findings are consistent. Safarah and Iryanti (2024) observed that motivation did not significantly affect performance in a logistics company, suggesting that contextual factors such as organizational culture and job design may moderate these relationships. These mixed results underscore the importance of examining motivation and satisfaction within specific organizational contexts to derive actionable insights.

In the context of CV. Sengon Maju Lancar, motivation and job satisfaction are particularly salient due to the nature of the work and the challenges faced by employees. The company's reliance on manual labor, coupled with limited career advancement opportunities and below-standard wages, may hinder employee engagement and performance. Understanding how motivation and satisfaction interact to influence performance can inform targeted interventions aimed at improving productivity and employee well-being.

This study builds upon the existing literature by integrating motivation and job satisfaction into a structural model of employee performance, using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the hypothesized relationships. By doing so, it contributes to the theoretical discourse on HRM and offers practical recommendations for performance enhancement in SMEs.

II. Research Methodology

This study employed a quantitative research design to examine the influence of motivation and job satisfaction on employee performance at CV. Sengon Maju Lancar, a wood-processing company located in Kediri, East Java. The research was conducted using a survey method, with data collected through structured questionnaires distributed to production employees. The choice of a quantitative approach was driven by the need to test specific hypotheses and quantify the relationships among the variables under investigation.

The population of the study consisted of 50 production employees at CV. Sengon Maju Lancar. Given the relatively small population size, the sampling technique used was total sampling, also known as census sampling, where all members of the population were included as respondents (Wicaksono, 2022). This approach ensured comprehensive coverage and minimized sampling bias, thereby enhancing the reliability of the findings.

Primary data were collected using a Likert-scale questionnaire designed to measure three key constructs: motivation, job satisfaction, and employee performance. Each construct was operationalized through multiple indicators derived from established literature. Motivation was measured using indicators such as achievement, advancement opportunities, and career development (Sutrisno, 2019). Job satisfaction was assessed through indicators including compensation, supervision, job characteristics, and promotion opportunities (Fauzia, 2019). Employee performance was evaluated based on responsibility, reliability, initiative, work quality, and teamwork (Roring, 2017).

The questionnaire employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), allowing for nuanced responses and facilitating statistical analysis. Prior to distribution, the instrument was validated through expert review and pilot testing to ensure clarity, relevance, and reliability.

Secondary data were also utilized to support the analysis, including company records on employee attendance, production output, and financial performance.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), a variance-based technique suitable for exploratory research and small sample sizes (Imam & Latan, 2020). PLS-SEM enables simultaneous estimation of measurement and structural models, making it ideal for testing complex relationships among latent variables. The analysis was performed using SmartPLS 3.0 software.

The measurement model (outer model) was evaluated for reliability and validity using composite reliability, Cronbach's alpha, and average variance extracted (AVE). All constructs met the recommended thresholds, with composite reliability values exceeding 0.70 and AVE values above 0.50, indicating satisfactory internal consistency and convergent validity (Solling Hamid & Anwar, 2019). Discriminant validity was assessed through cross-loading analysis and the Fornell-Larcker criterion, confirming that each construct was distinct from the others.

The structural model (inner model) was assessed using R-square values to determine the explanatory power of the independent variables. The R-square value for employee performance was 0.745, indicating that motivation and job satisfaction jointly explained 74.5% of the variance in performance. Path coefficients were examined to test the hypotheses, with bootstrapping employed to generate t-statistics and p-values. A significance level of 0.05 was used to determine statistical significance.

The results revealed that motivation had a positive and significant effect on employee performance, with a path coefficient of 0.819 and a p-value of 0.000. In contrast, job satisfaction did not significantly influence performance, as indicated by a path coefficient of 0.064 and a p-value of 0.716. These findings suggest that while motivation is a critical driver of performance in the context of CV. Sengon Maju Lancar, job satisfaction alone may not be sufficient to enhance output.

In summary, the research methodology was rigorously designed to ensure the validity and reliability of the findings. The use of PLS-SEM provided robust insights into the relationships among motivation, job satisfaction, and employee performance, contributing to both theoretical understanding and practical application in human resource management.

III. Results and Discussion

A. Results

The results of this study are derived from a comprehensive analysis of survey data collected from 50 production employees at CV. Sengon Maju Lancar. The data were processed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate both the measurement and structural models. The analysis focused on three latent variables: motivation, job satisfaction, and employee performance.

The measurement model was first assessed for reliability and validity. All indicators demonstrated satisfactory factor loadings, exceeding the recommended threshold of 0.70 (Imam & Latan, 2020). For the motivation construct, the highest loading was observed in the achievement indicator (X1.1) with a value of 0.899, followed by advancement opportunities (X1.2) at 0.831, and career development (X1.3) at 0.758. These results confirm that the indicators effectively represent the underlying construct of motivation.

Similarly, the job satisfaction construct showed strong loadings, with the contribution indicator (X2.2) scoring the highest at 0.846, followed by promotion (X2.4) at 0.797, supervision (X2.3) at 0.754, and compensation (X2.1) at 0.746. These values indicate that employees perceive contribution and promotion opportunities as key elements of job satisfaction.

The employee performance construct was measured using five indicators, all of which exhibited high factor loadings. The strongest indicator was work quality (Y1.4) with a loading of 0.956, followed by reliability (Y1.2) at 0.933, teamwork (Y1.5) at 0.905, responsibility (Y1.1) at 0.910, and initiative (Y1.3) at 0.883. These results suggest that employees at CV. Sengon Maju Lancar associate performance primarily with the quality and reliability of their work.

Composite reliability values for all constructs exceeded 0.86, and the average variance extracted (AVE) values were above 0.60, confirming the internal consistency and convergent validity of the measurement model (Solling Hamid & Anwar, 2019). Discriminant validity was also established through cross-loading analysis, indicating that each construct was distinct and well-defined.

The structural model was evaluated using R-square and path coefficient analysis. The R-square value for employee performance was 0.745, indicating that motivation and job satisfaction jointly explained 74.5% of the variance in performance. This is considered a strong explanatory power in behavioral research (Imam & Latan, 2020).

Hypothesis testing was conducted using bootstrapping with 5,000 resamples. The results revealed that motivation had a significant positive effect on employee performance, with a path coefficient of 0.819, a t-statistic of 4.522, and a p-value of 0.000. This confirms that higher levels of motivation are associated with improved performance outcomes.

In contrast, job satisfaction did not significantly influence employee performance. The path coefficient was 0.064, with a t-statistic of 0.364 and a p-value of 0.716, indicating that the relationship was statistically insignificant. This finding suggests that while employees may feel satisfied with certain aspects of their job, such satisfaction does not necessarily translate into enhanced performance.

These results highlight the dominant role of motivation in driving employee performance at CV. Sengon Maju Lancar. The achievement indicator emerged as the most influential factor, suggesting that employees are highly responsive to recognition and goal attainment. Conversely, the limited impact of job satisfaction may be attributed to contextual factors such as low wages and limited career progression, which diminish the motivational value of satisfaction-related elements.

Overall, the findings provide empirical support for the hypothesis that motivation significantly influences employee performance, while job satisfaction does not exert a meaningful effect in this specific organizational context.

B. Discussion

The findings of this study provide compelling evidence that motivation plays a significant role in enhancing employee performance at CV. Sengon Maju Lancar. The strong path coefficient ($\beta = 0.819$, $p < 0.001$) indicates that employees who are motivated—particularly through achievement recognition and career advancement—are more likely to perform effectively. This aligns with previous research by Basyid (2024) and Adawiyah & Bahariah (2023), which emphasized the positive and significant impact of motivation on performance across various organizational contexts.

The dominant influence of the achievement indicator (X1.1) within the motivation construct suggests that employees at CV. Sengon Maju Lancar derive a sense of purpose and fulfillment from reaching work-related goals. This finding supports the notion that intrinsic motivation, such as personal accomplishment, is a powerful driver of performance, especially in environments where external rewards may be limited (Fransiska & Tupti, 2020). The company's production-oriented nature, which involves measurable outputs and clear targets, further reinforces the relevance of achievement as a motivational factor.

In contrast, job satisfaction was found to have no significant effect on employee performance ($\beta = 0.064$, $p = 0.716$). This result diverges from several studies that reported a positive relationship between satisfaction and performance (Rahmawani & Syahrial, 2021; Endra, 2022), suggesting that contextual factors may moderate this relationship. At CV. Sengon Maju Lancar, dissatisfaction with compensation and limited promotional opportunities may have diluted the motivational value of job satisfaction. Although employees may feel content with certain aspects of their work, such as supervision or job stability, these factors alone do not appear to translate into improved performance.

The insignificant impact of job satisfaction may also reflect the nature of the work itself. In labor-intensive industries, where tasks are repetitive and physically demanding, satisfaction may not be a sufficient condition for high performance. Employees may require stronger motivational stimuli, such as recognition, incentives, or career development, to maintain productivity and engagement. This interpretation is consistent with the findings of Fauziek & Yanuar (2021), who observed that satisfaction did not significantly influence performance in high-pressure environments.

Moreover, the high R-square value (0.745) for the performance construct indicates that motivation and job satisfaction together explain a substantial portion of the variance in employee performance. However, the dominant contribution of motivation suggests that HR strategies should prioritize motivational interventions. These may include goal-setting programs, performance-based rewards, and opportunities for skill enhancement. By fostering a culture of achievement and growth, CV. Sengon Maju Lancar can leverage motivation to improve operational efficiency and employee retention.

The study also highlights the importance of tailoring motivational strategies to the specific needs and characteristics of the workforce. With most employees having more than three years of tenure and a background in vocational education, they may value practical recognition and tangible career progression

over abstract satisfaction. This underscores the need for context-sensitive HR policies that address both psychological and structural dimensions of employee engagement.

In summary, the discussion confirms that motivation is a critical determinant of employee performance in the context of CV. Sengon Maju Lancar, while job satisfaction alone does not exert a significant influence. These findings contribute to the broader literature on human resource management by emphasizing the contextual nature of performance drivers and the need for targeted motivational strategies in SMEs.

IV. Conclusion and Recommendations

This study investigated the influence of motivation and job satisfaction on employee performance at CV. Sengon Maju Lancar, a wood-processing company in Kediri, Indonesia. Using a quantitative approach and Partial Least Squares Structural Equation Modeling (PLS-SEM), the research revealed that motivation significantly and positively affects employee performance, while job satisfaction does not exhibit a statistically significant impact.

The findings underscore the critical role of motivation in enhancing performance outcomes. Employees who perceive their work as meaningful and are recognized for their achievements tend to demonstrate higher levels of engagement, reliability, and productivity. The achievement indicator emerged as the most influential component of motivation, suggesting that goal attainment and acknowledgment are key drivers of performance in this organizational context.

Conversely, job satisfaction—although important for employee well-being—did not significantly influence performance. This may be attributed to contextual factors such as low wages, limited career advancement, and inconsistent supervisory practices, which diminish the motivational value of satisfaction-related elements. While employees may feel moderately satisfied with certain aspects of their work, such satisfaction does not necessarily translate into improved performance.

Based on these findings, several recommendations are proposed:

1. Enhance motivational strategies.

Management should prioritize initiatives that foster employee motivation, such as performance-based incentives, recognition programs, and opportunities for skill development. Creating a culture that values achievement and personal growth can significantly boost employee performance.

2. Reevaluate job satisfaction components.

Although job satisfaction did not directly impact performance, it remains essential for employee retention and morale. The company should address dissatisfaction related to compensation, supervision, and promotion policies. Aligning these elements with employee expectations may indirectly support performance by improving overall engagement.

3. Invest in leadership development.

Supervisors and managers play a pivotal role in shaping employee experiences. Providing leadership training focused on communication, fairness, and support can enhance supervisory practices and contribute to a more positive work environment.

4. Conduct regular performance reviews.

Implementing structured performance evaluations can help identify areas for improvement and recognize high-performing employees. Feedback mechanisms should be transparent and constructive, fostering a sense of accountability and continuous improvement.

5. Expand future research.

Further studies should explore additional variables such as organizational culture, work environment, and psychological empowerment to gain a more comprehensive understanding of performance determinants. Comparative studies across different industries and regions may also provide broader insights.

In conclusion, motivation is a key determinant of employee performance at CV. Sengon Maju Lancar, while job satisfaction alone may not suffice to drive productivity. By focusing on motivational strategies and addressing underlying satisfaction issues, the company can enhance workforce effectiveness and sustain competitive advantage in the wood-processing industry.

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