

JoMSS	JOURNAL OF MANAGERIAL SCIENCES AND STUDIES www.jomss.org	ISSN: 2988-6619 DOI : 10.61160
-------	---	--------------------------------------

THE INFLUENCE OF JOB SATISFACTION AND MOTIVATION ON EMPLOYEE PERFORMANCE CV. OSCAR FURNITURE SURABAYA

Fitri Ayuningtyas¹

Jurnaleko45@gmail.com

University 45 Surabaya

Hesti Pandu Widodo²

University 45 Surabaya

Achmad Daengs GS³,

University 45 Surabaya

Enny Istanti⁴

Bhayangkara University Surabaya

Ruchan Sanusi⁵

Bhayangkara University Surabaya

Info Article

History Article:

Submitted

Revised

Accepted

Keywords:

*Job Satisfaction,
Job Motivation and
Employee
Performance*

Abstract

This study aimed to clarify whether the variable Job Satisfaction and Work Motivation significantly influence on employees' performance at CV. OSCAR FURNITURE Surabaya as well as to determine which variables are the dominant influence of the two variables Job Satisfaction and Work Motivation on the performance of employees at CV. OSCAR FURNITURE Surabaya. The sample of using Census sampling method is directly choosing 30 persons of the employees. The data collection methods that used were interview the parties that involved with the issues being discussed directly and gave questionnaires to the employees in accordance with the research conducted. The data were analyzed with using Quantitative Methods that using four formulas: Multiple Regression Analysis, T test, F test and the coefficient of determination (R²) test with the aid of SPSS 16.0 software for windows. The results showed that jointly Job satisfaction and work motivation significantly influence the performance of employees at CV. OSCAR FURNITURE Surabaya. Variable Job Satisfaction and Work Motivation regression coefficients are positive indicates a unidirectional relationship, in other words, Job Satisfaction and Work Motivation will improve the performance of employees at CV. OSCAR FURNITURE Surabaya.

Indonesian Title (Capitalize Each Words)

Abstrak

Penelitian ini bertujuan untuk menjelaskan apakah variabel Kepuasan Kerja dan Motivasi Kerja berpengaruh secara signifikan terhadap Kinerja Karyawan pada CV.OSCAR FURNITURE Surabaya serta untuk mengetahui variabel manakah yang berpengaruh secara dominan diantara dua variabel Kepuasan Kerja dan Motivasi Kerja terhadap Kinerja Karyawan pada CV.OSCAR FURNITURE Surabaya. Sampel menggunakan metode sensus sampel yaitu dengan memilih langsung seluruh karyawan sebanyak 30 orang. Motode pengumpulan data yang digunakan adalah Wawancara langsung kepada pihak-pihak yang terlibat dengan masalah yang sedang dibahas serta memberikan kuisisioner kepada karyawan yang sesuai dengan penelitian yang dilakukan. Data dianalisis dengan menggunakan Metode Kuantitatif yang menggunakan empat rumus yaitu Analisa Regresi berganda, Uji T, Uji F serta Uji Koefisien Determinan (R²) dengan bantuan software SPSS 16.0 dari Windows. Hasil penelitian menunjukkan bahwa secara bersama-sama Kepuasan Kerja dan Motivasi Kerja berpengaruh signifikan terhadap Kinerja Karyawan pada CV.OSCAR FURNITURE Surabaya. Variabel Kepuasan Kerja dan Motivasi Kerja koefisien regresi berganda positif menandakan hubungan yang searah, dengan kata lain Kepuasan Kerja dan Motivasi akan meningkatkan kinerja karyawan pada CV.OSCAR FURNITURE Surabaya.

INTRODUCTION

Background of the problem

Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a goal. Resource management is a process for dealing with various kinds of problems within the scope of employees, workers, managers and other workers in order to support organizational and company activities in order to achieve a predetermined goal.

Humans are one of the resources in a company that has a very important role compared to other resources. In carrying out its activities, whether a company operates in industry, trade, or services, a company will try to achieve predetermined goals. One important thing is that the success of various activities within the company in achieving goals does not only depend on technological superiority, available operating funds, facilities or infrastructure owned, but also depends on aspects of human resources.

This human resource factor is an element that companies must pay attention to, especially considering that the era of free trade will soon begin, where the competitive climate they face will be very different. This forces every company to be able to work more efficiently, effectively and productively. A high level of competition will encourage each company to be able to maintain its survival by paying attention to aspects of human resources. So humans can be seen as a determining factor because it is in human hands that all innovations will be realized in an effort to realize the company's goals. To obtain human resources that are expected by the

organization to provide a positive contribution to all company activities in achieving its goals, each employee is expected to have high work motivation so that this will increase high work productivity.

Employees are a very valuable company asset that must be managed well by the company in order to provide optimal contributions. One of the things that must be the company's main concern is the job satisfaction of its employees, because employees who do not feel comfortable at work, are less appreciated, cannot develop all the potential they have, then automatically employees cannot focus and concentrate fully on their work. . Employee job satisfaction according to Hariadja (2002: 291) can be seen that "work is not just about doing work, but is also related to other aspects such as interacting with co-workers, superiors, following certain rules and work environments which are often inadequate or lacking. liked.

Job satisfaction is basically an individual thing, each individual has a different level of job satisfaction according to his desires and the value system he adheres to. The more aspects of the work that are in accordance with the desires and value system adopted by the individual, the higher the level of satisfaction obtained. Likewise, vice versa, the more aspects of the work that are not in accordance with the desires and system adopted by the individual, the lower the level of satisfaction obtained. Job satisfaction is an emotional state that is favorable to how workers view their work. Job satisfaction reflects a person's feelings towards their work which can be seen from the employee's attitude towards work and everything in their work environment.

All types of companies actually need a work system that seriously pays attention to the job satisfaction of its employees. gaining job satisfaction will never reach psychological maturity and in turn will become frustrating.

Aspects that can shape employee job satisfaction include: individual factors (age, gender, personal attitudes towards work), relationship factors between employees (relationships between managers and employees, social relationships between fellow employees, suggestions from co-workers, physical factors and workplace conditions, emotions and work situations) external factors (family circumstances, recreation, education). This aspect provides motivation to achieve job satisfaction for employees. And those who are obliged to achieve job satisfaction are every company leader, because job satisfaction is a factor that is believed to motivate employee morale so that employees can provide the best results for the company so that company performance can be improved.

Apart from that, job satisfaction has an important meaning for employee self-actualization. Employees who do not get job satisfaction will not reach psychological maturity. Employees who get good job satisfaction usually have good records of attendance, work turnover and work performance compared to employees who do not get job satisfaction. Job satisfaction has a very important meaning in providing a conducive situation in the company environment.

Apart from job satisfaction, companies must also pay attention to how to maintain and manage employee motivation at work so that it is always high and focused on

company goals. Maintaining employee motivation is very important because motivation is the driving force for each individual that motivates them to act and do something. People will not do something optimally if they do not have high motivation from within themselves to do that thing.

Robin and Judge (2008:222), define motivation as a process that explains the intensity, direction and persistence of an individual to achieve their goals. From this definition, it can be seen that motivation is a very important part of what underlies an individual or person in doing something or achieving certain desired goals.

Without motivation, an employee cannot fulfill his duties according to standards or even exceed standards because his motives and motivation for working are not fulfilled. Even if an employee has good operational skills, if he does not have motivation to work, the final results of his work will not be satisfactory.

To motivate other people, we can reward, appreciate, create more interesting work, be good listeners, provide challenges, and help but not do something for others that we can actually do ourselves.

One of the things managers can do to motivate their subordinates is to provide rewards. In order for the influence of rewards to be used optimally, managers need to respect diversity and individual differences, clearly understand what other people want from a job and allocate rewards to satisfy individual and organizational needs.

Considering the importance of motivation, management's concern regarding the issue of employee motivation at work is to make efforts by motivating employees in the

company through a series of certain efforts in accordance with company policy, so that employee motivation at work will remain maintained. To motivate employees, company leaders must know the motives and motivations desired by employees. One thing that must be understood is that people want to work because they want to fulfill their needs, both conscious and unconscious needs, in the form of material or non-material, physical and spiritual needs.

There are many kinds of motivation, such as providing adequate and fair compensation, giving awards and so on. This is intended so that whatever employee needs can be met and then it is hoped that employees can work well and feel happy with all the tasks they carry out.

Once employees feel happy with their work, employees will respect each other's rights and obligations so that a conducive working atmosphere is created, in the end employees will seriously give their best abilities in carrying out their duties and responsibilities, and this means that work discipline will be demonstrated by employees, because they are motivated to carry out their duties within the company.

CV. OSCAR FURNITURE Surabaya, as a company operating in the furniture sector with its mission of being a supplier and manufacturer of quality furniture, should have employees who are enthusiastic and highly motivated at work and carry out their work effectively and efficiently, to then ultimately show high productivity. In an effort to realize the mission and goals that have been set.

In this case, researchers saw a decrease in employee performance because the

completion of tasks or work did not match the time specified by the company.

LITERATURE REVIEW

Theoretical basis

Job satisfaction

Job satisfaction is a form of a person's feelings towards his job, work situation and relationships with coworkers. Thus, job satisfaction is something that is important for an employee to have, where they can interact with their work environment so that work can be carried out well and in accordance with company goals. According to Malayu SP Hasibuan (2008:202) Job satisfaction is a pleasant or unpleasant emotional state in how employees view their work. Job satisfaction reflects a person's feelings towards his job.

According to AA Anwar Prabu Mangkunegara (2007:117), job satisfaction is a feeling that supports or does not support an employee's self related to his work or his condition.

Many factors can determine employee satisfaction, one of which is the job itself. Hackman and Oldham explain as quoted by Robbins (2001:447), the essence of the work is as follows:

1. Skill Variety
2. Task Identity
3. Task Significance
4. Autonomy
5. Feedback

Employee job satisfaction is influenced by responses to intrinsic value and extrinsic rewards. What is meant by value is the emergence of a feeling in the employee because of the work they do. Included in intrinsic rewards are feelings of liking for work, a sense of responsibility, challenge and recognition. Extrinsic rewards are

situations that occur outside of work, for example because they work well in accordance with what the company expects, employees receive wages, salaries and bonuses.

Job Satisfaction Theory

One of the theoretical models related to job satisfaction is the theory put forward by Edward Lawryer, known as the equity model theory. In essence, this theory explains that satisfaction and dissatisfaction with payment, the difference between the amount received and the amount perceived by other employees is the main cause of dissatisfaction.

For this reason, there are basically 3 levels of employees, namely:

1. Fulfill employees' basic needs.
2. Meet employee expectations in such a way that they are unlikely to want to move elsewhere.
3. Fulfill employee desires by getting more than what is expected.

Job satisfaction is basically an individual thing, each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of activities based on individual desires, the higher the satisfaction with that satisfaction. Thus, satisfaction is an evaluation that describes a person's feelings of being happy/unhappy, satisfied/dissatisfied at work.

According to Veithzal Rivai (2004: 480), job satisfaction theories include:

1. Inequality Theory (Discrepancy Theory)
2. Justice Theory (Equity Theory)
3. 2 Factor Theory (Two Factor Theory)

This factor is needed to fulfill the biological drives and basic needs of employees. If these factors are not met, employees will not be satisfied. If the magnitude of this factor is sufficient to meet these needs, employees will not be disappointed even if they are not satisfied.

According to Moh. As'ad (2004:115) states that the factors that influence job satisfaction are:

- a. Psychological Factors
- b. Social Factors
- c. Physical Financial Factors
- d. Financial Factors

Factors that Influence Job Satisfaction

According to Maribot TE Hariandja (2005:291), factors that influence job satisfaction are:

1. Wages,
2. The job itself.
3. Co-workers.
4. Superior.
5. Promotion.
6. position.
7. Work environment

AA Anwar Prabu Mangkunegara (2007:120) said that there are 2 factors that influence the quality of work life, namely:

- a. Employee Factors
- b. Job Factors

Reasons Why Job Satisfaction is Important

Job satisfaction generally concerns a person's attitude regarding their work because it concerns attitudes, the definition of job satisfaction includes various things, such as emotions and a person's behavioral tendencies.

According to Veithzal Rivai (2004:480) job satisfaction is one of the determining factors or success of a job. Therefore, companies must really pay attention to this

job satisfaction factor. There are several reasons why companies must pay attention to job satisfaction, including:

1. Humans have the right to be treated fairly and with respect, this view is from a humanitarian perspective. Job satisfaction is a reflection of good treatment. It is also important to pay attention to emotional indicators or employee psychological health.
2. The humanitarian perspective is that job satisfaction can create behavior that influences company functions. Working differences between organizational units can diagnose potential problems. Sustainable organizational efforts must be placed on job satisfaction and the economic impact on the company, companies that believe employees can be easily replaced and do not invest will face danger. This usually results in high turnover rates accompanied by increased training costs and salaries, giving rise to the same behavior among employees, namely changing companies easily and thus being less loyal. Apart from that, there are several reasons that can cause and encourage job satisfaction, including:
 1. Work according to talents and skills.
 2. Jobs that provide sufficient equipment.
 3. Jobs that provide complete information.
 4. Leaders who push more to achieve a result do not carry out too much/strict supervision.
 5. A job that provides a fairly adequate income.
 6. Work that provides more challenges to develop yourself.
 7. Work that provides a sense of security and calm.

8. Job expectations held by the employee himself.

Motivation

Motivation basically comes from the Latin word "Movere" which means "to move". Based on these words, various definitions of motivation were born. Motivation is a psychological process that reflects the interaction between attitudes, needs, perceptions and decisions that occur in humans which arise due to factors in a person's personality, namely intrinsic factors which can be in the form of personality, attitudes, experiences and education or various hopes, ideals that reach into the future. , while extrinsic factors can be caused by various sources of bias due to the influence of working conditions, organizational policies, life at work or other very complex factors, but these two factors arise due to stimulation. These factors can have a positive influence leading to improved employee work performance and conversely they can also have a negative influence.

There are many definitions of motivation. Mathis and Jackson (2006:89) define motivation as a desire within a person that causes that person to take an action. Mangkunegara (2002:61) states that motivation is formed from a person's attitude in facing work situations in an organization/company (situation). According to Hasibuan (2005:219) motivation is a driving force that creates enthusiasm for someone's work so that they want to work together, work effectively and be integrated with all their efforts to achieve maximum performance. Motivation is a psychological process that generates and directs behavior towards

achieving goals or goal-directed behavior (Robert Kreitner and Angelo Kinicki, 2005:205). Leaders need to understand this psychological process if they want to successfully coach employees towards achieving organizational goals. Stephen P. Robbins (2003:156) states that motivation is a process that causes intensity, direction and persistence of an individual towards achieving goals. Intensity shows how hard a person tries. But high intensity is unlikely to lead to good performance results, unless efforts are made in a direction that benefits the organization. Therefore, the quality of the effort and its intensity must be considered. Motivation has the dimension of continuous effort. Motivation is a measure of how long someone can maintain their efforts. Motivated individuals will stay on task long enough to achieve their goals.

Motivation Theory

Needs Theory (A. Maslow)

Abraham Maslow has developed a concept of motivation theory known as the hierarchy of needs or tiered needs. According to Maslow, there seems to be a kind of hierarchy that self-organizes these needs. Maslow assumed that:

1. People's needs according to interests. Starting from basic needs to peak needs.
2. People do not fulfill higher needs if lower ones are not met.
3. Every person has 5 needs in stages, humans have five levels or hierarchy of needs, namely:



Source: Maslow

- a. Physiological (natal) needs
- b. Work security and safety needs (Safety Needs)
- c. Social needs (Social Needs)
- d. The need for achievement (Esteem Needs)
- e. The need to increase work capacity (Self Actualization)

1. McClelland theory

David McClelland stated that humans essentially have the ability to excel above the abilities of other people. According to McClelland, the need for achievement is a different motive and can be differentiated from other needs. A person is considered to have motivation to achieve if he has the desire to do something that is better than the work and achievements of other people. David McClelland put forward three types of needs, namely:

- a. *Need for Achievement*(nAch)
- b. *Need for Affiliation*(nAff)
- c. *Need for Power*(nPow)

2. Douglas McGregor (theory X and Y)

Douglas McGregor put forward two contrasting theories, namely Theory X and Theory Y.

Theory X, states that basically employees who work for a company are naturally unmotivated and don't like working. With these assumptions and assumptions, management will tend to use an authoritarian style in operating the company. According to Theory X, management must firmly intervene to solve a problem or job. This Management Style concludes that workers basically:

1. Doesn't like working.
2. Needs to be watched, forced, warned to do his job.
3. Requires direction in carrying out his duties.
4. Doesn't want any responsibility.
5. The tasks assigned must be monitored every step of the way.

Theory Y, states that basically employees who work for a company enjoy their work, are motivated, creative, proud of their good work, work responsibly and are happy to accept challenges. With these assumptions and assumptions, management will tend to use a participative management style. Theory Y assumes that employees:

1. Fully responsible for all his work and has strong motivation to do all the work given to him.
2. Requires little or no guidance to complete the task.
3. Assumes that work is part of his life.
4. Can solve tasks and problems creatively and imaginatively.

Factors influencing motivation

A leader who is a motivator must know about motivation so that organizational success in realizing human work efforts can be achieved. According to Mangkunegara (2004: 65) there are two factors that influence human behavior, namely:

- a. Intrinsic motivation
- b. Extrinsic motivation

Motivation is a desire that exists in an individual that stimulates him to take action. Meanwhile, the factors that influence motivation are as follows:

1. Personal needs
2. The goals and perceptions of the person or group concerned
3. How these needs and goals will be realized.

According to Hasibuan (2003:8) that the factors that influence motivation are divided into two motivation methods:

1. Direct motivation
2. Indirect motivation

Employee performance

Performance is the result of the work function/activities of a person or group in an organization which is influenced by various factors to achieve organizational goals in a certain time period. Robbins (2009:231) states The definition of performance leads to an effort to achieve better work performance. Success in doing a job is largely determined by performance. According to Mangkunegara (2009:67), "Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him."

From this understanding, it can be concluded that employee performance is the level of the employee's results in achieving the tasks assigned by the company. To find out employee performance, it is necessary to carry out an assessment of that performance, from the assessment it can be seen whether the performance produced by the employee meets the standards or not. With

performance appraisals, organizations can improve employee performance, motivate employees more to develop themselves and serve as a basis for planning and decision making within the organization.

Factors that Influence Employee Performance

Performance is the overall implementation of physical and spiritual activities carried out by humans to achieve certain goals or contain certain purposes, especially those related to survival.

According to Moeheriono (2010:61) the factors that influence employee performance are as follows:

- 1) Expectations regarding rewards.
- 2) Encouragement.
- 3) Ability.
- 4) Needs and traits.
- 5) Perception of tasks.
- 6) Internal and external rewards.
- 7) Perceptions of the level of rewards and job satisfaction.

Employee Performance Indicators

According to Mangkunegara (2005:67) employee performance indicators are as follows:

- 1) Working quantity
- 2) Work quality
- 3) Cooperation
- 4) Responsibility.
- 5) Initiative

Hypothesis

A hypothesis is a temporary answer to a problem faced in research, where the temporary answer will be tested again for its truth. Hypothesis means an opinion whose truth is still low or the level of truth is still not convincing (Sugiyono 2008:93).

In connection with the description above, a hypothesis can be put forward in this research, namely:

- 1) There is a partially significant influence of the job satisfaction and motivation variables on CV employee performance. OSCAR FURNITURE Surabaya.
- 2) There is a significant simultaneous influence of the job satisfaction and motivation variables on CV employee performance. OSCAR FURNITURE Surabaya.
- 3) The variable job satisfaction has a significant dominant influence on CV employee performance. OSCAR FURNITURE Surabaya.

Companies that have competence in the fields of marketing, manufacturing and innovation can use it as a resource to achieve competitive advantage (Daengs GS, et al. 2020:1419).

The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5).

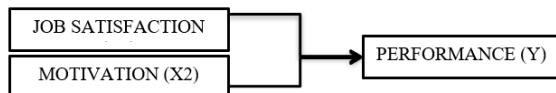
Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny, 2021:560).

METHOD

Research Approach and Conceptual Framework

This research uses a quantitative approach, which focuses on hypothesis testing, the data used must be measurable and will produce conclusions that can be generalized. This approach starts with

hypotheses and theories, analytical models, identifying variables, creating operational definitions, collecting data (both primary and secondary) based on populations and samples and conducting analysis. This approach uses inferential statistical methods (analysis tools). To see an overview of research, the following concept can be formed:



conceptual framework

- H1 : Job satisfaction and motivation partially have a significant effect on employee performance (Y)
- H2 : Job satisfaction and motivation simultaneously have a significant effect on employee performance (Y)
- H3 : The variable job satisfaction has a significant dominant effect on employee performance (Y)

Population and Sample

Population

The population in this study has the following characteristics: namely all CV employees. OSCAR FURNITURE Surabaya in 2017, the total number was 30 people.

Sample

The sample research method used in this research is a census sample, namely the entire population studied (Sugiono, 2009: 84), because the number of CV employees. OSCAR FURNITURE Surabaya only had 30 people, so the sample taken was 30 respondents.

Research Variables and Operational Definitions

According to Sugiyono (2009:38) explains that: "Research variables are basically anything in the form of anything that is determined by the researcher to be studied so that information about it is obtained, then conclusions are drawn."

Research variable

The research variables used in this research are:

- a. Dependent variable or variable that is influenced or becomes a consequence, because of the independent variable. The dependent variable in this research is Employee Performance (Y)
- b. Independent variables (X) or independent variables are variables that influence variables and are variables that are the cause of changes or emergence of dependent variables. The independent variables in this research are:

1. Job Satisfaction (X1)

Job satisfaction is an emotional state of pleasant or unpleasant how employees view their work.

2. Motivation (X2)

Motivation is a need that drives actions towards a goal.

Operational definition

This research focuses on improving performance which includes several independent variables. Based on observations of CV. OSCAR FURNITURE Surabaya, it can be seen that the appropriate indicators are:

According to TE Hariandja (2005:291) indicators of job satisfaction are as follows:

1. Job satisfaction
 - 1) Wages
 - 2) Work environment
 - 3) Work
 - 4) Superior

- 5) Work colleague
2. Motivation (A. Masslow)
 - 1) Physiological needs
 - 2) Need for security
 - 3) Social needs
 - 4) Reward needs
 - 5) Self-actualization needs
3. Employee performance

According to Mangkunegara (2005:67) employee performance indicators are as follows

- 1) Working quantity
- 2) Work quality
- 3) Cooperation
- 4) Responsibility
- 5) Initiative

Data Types and Sources

The types of data used by researchers in research on the Effect of Job Satisfaction and Motivation on Employee Performance are primary data and secondary data. According to Sugiono (2009:137) explains primary data as follows: "Primary sources are data sources that directly provide data to data collectors".

Using primary data because the researcher collects the required data himself which comes directly from the first object to be studied. After the data is collected, the data will be processed so that it will become information for researchers about the state of the research object. Primary data in this research are the results of observations and interviews. The technique used to collect primary data was carried out using a questionnaire for respondents, namely CV employees. OSCAR FURNITURE Surabaya. Meanwhile, secondary data according to Sugiono (2009:137) is: "Secondary sources are sources that do not directly provide data to data collectors". Using secondary data because researchers collect

information from data that has been processed by other parties, such as company documents, literature books, journals and other data sources.

Analysis Methods and Techniques

In this research, the data analysis method used is multiple linear regression analysis, to calculate the magnitude and quantitative influence of a change in the event of variable X on another event (variable Y). Apart from that, hypothesis testing is also used which consists of analysis of the coefficient of determination, F test, statistical t test. All data processing will be carried out using the SPSS 16.0 program from Windows.

Multiple Linear Regression Analysis

The general equation for multiple regression according to Sugiono (2009:278) is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Information :

Y = Employee performance

X1 = Job satisfaction

X2 = Motivation

α = Constant

β_1, \dots, β_2 = Multiple regression coefficient between independent variables

ϵ = Confounding variables outside the independent variable

The meaning of the β coefficient is that if β is positive (+), this indicates a unidirectional relationship between the independent variable and the dependent variable. In other words, an increase or decrease in the size of the independent variable will be followed by an increase or decrease in the size of the dependent variable. Meanwhile, if the β value is negative (-), it indicates an opposite relationship between the independent variable and the dependent

variable. In other words, every increase in the value of the independent variable will be followed by a decrease in the value of the dependent variable, and vice versa.

F Test (Simultaneous Testing)

The F test is a test of the regression coefficients simultaneously. This test was carried out to determine the influence of all independent variables contained in the model together (simultaneously) on the dependent variable. According to Sugiyono (2013:257) it is formulated as follows:

$$F_h = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$

Information :

F_h = F test value
 R^2 = coefficient of determination
 k = the number of independent variables
 n = the number of sample members

The steps to carry out the F test are as follows:

1) Hypothesis

H_0 = Job satisfaction and motivation simultaneously do not have a significant influence on employee performance.

H_a = Job satisfaction and motivation simultaneously have a significant influence on employee performance.

2) Significance Level

The significance level used is 0.05 ($\alpha = 5\%$).

3) Determine the calculated F based on the SPSS program output or formula.

4) Determine F table

Determine F table based on df 1 (number of variables – 1) and df 2 ($n - k - 1$) in the

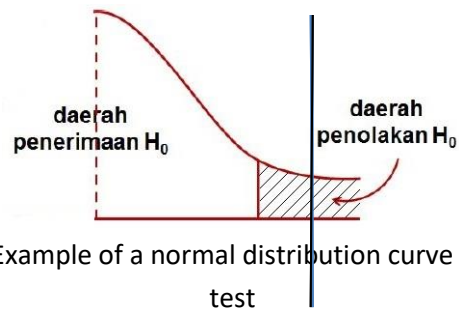
output table then search in table F, or can be searched in the Ms program. Excel by typing =finv(significance level, df1, df2) in an empty cell and then pressing enter.

5) Test criteria

H_0 is accepted if $F_{\text{count}} \leq F_{\text{table}}$

H_0 is rejected if $F_{\text{count}} > F_{\text{table}}$

6) Compare calculated F with table F



Example of a normal distribution curve F test

Source: Sugiono 2013

t test (partial testing)

The t test is used to determine whether the independent variable partially has a significant influence on the dependent variable.

The steps are as follows:

1) Hypothesis

H_{01} = Job satisfaction and motivation partially do not have a significant influence on employee performance.

H_{a1} = Job satisfaction and motivation partially have a significant influence on employee performance.

2) Significance Level

The significance level used is 0.05 ($\alpha = 5\%$)

If the significance of t is > 0.05 , it means that H_0 is accepted or H_a is rejected

If the significance of t < 0.05 means H_0 is rejected or H_a is accepted

3) Determine t count

Determining the calculated t from the table can be seen in the SPSS output table column 1 according to the independent variable.

4) Determine t table

The t distribution table is searched at $\alpha = 5\%$
: $2 = 2.5\%$ (2-sided test) with degrees of
freedom (df) = $n - k - 1$.

5) Test criteria

H_0 is accepted $-t \text{ table} \leq t \text{ count} \leq t \text{ table}$

H_0 is rejected if $-t_{\text{count}} < -t_{\text{table}}$ or $t_{\text{count}} > t_{\text{table}}$

6) Compare calculated F with table F

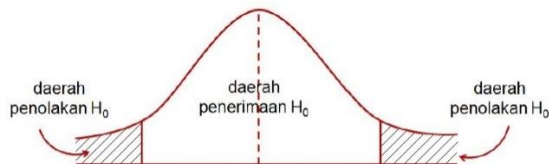


Figure 3.3.Example of a Normal Distribution Curve T Test

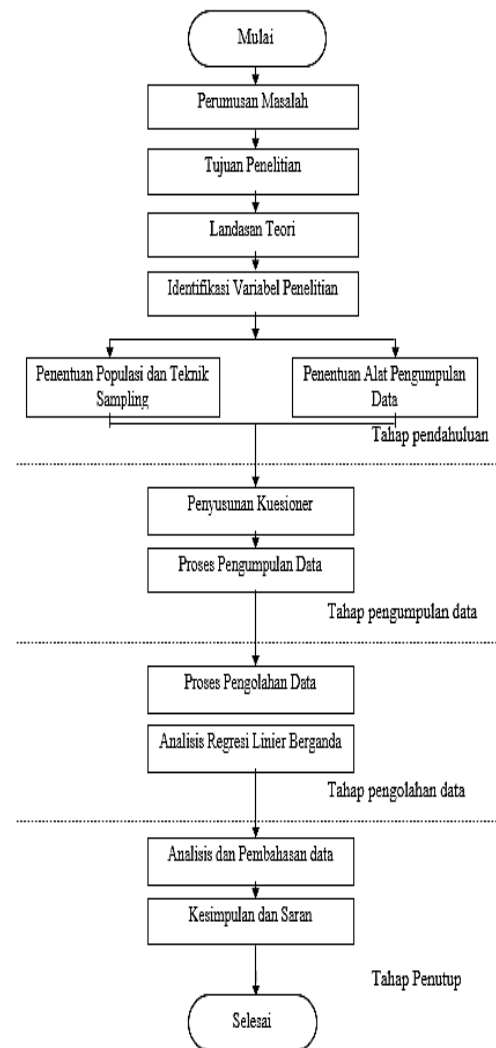
Source: Sugiono 2013

Coefficient of Determination

The coefficient of determination test (R^2 or R square) is used to measure the proportion or percentage contribution of the independent variable under study to variations in the rise and fall of the dependent variable. R^2 ranges from 0 to 1 ($0 \leq R^2 \leq 1$). If R^2 is equal to 0, this indicates that there is no influence between the independent variable on the dependent variable, and if R^2 is getting smaller and closer to 0, then it can be said that the influence of the independent variable is getting smaller on the dependent variable. If R^2 is getting closer to 1, this indicates the stronger the influence of the independent variable on the dependent variable.

A value close to 1 means that the independent variables provide almost all the information needed to predict variations in the dependent variable (Ghozali, 2007: 83).

Research Framework



Research Framework Flow

RESULT AND DISCUSSION

Description of Research Results

Respondent Characteristics

The respondents who were the subjects of the research were CV employees. Oscar Furniture Surabaya has 30 employees. The contents of this questionnaire also explain the respondent's gender, age, educational background, and length of work or years of service.

Motivation

Motivation is a set of factors that cause a person or employee to carry out their duties

in a special way. Motivation is a driving force that makes someone have the desire to do the best at what they do.

Model Analysis and Hypothesis Testing

Hypothesis testing

Multiple Linear Regression Equation Test

After carrying out validity tests and reliability tests, data analysis was continued using multiple linear regression analysis using the SPSS (Statistical Program for Social Science) program with the following results:

Multiple Linear Regression Equation Test Results

Model	Unstandardized Coefficients	Standardized Coefficients
	B	Beta
(Constant)	4,874	
SATISFACTION	,539	,519
MOTIVATION	,383	,438

$$Y = 4.874 + 0.539 X_1 + 0.383 X_2 + 0.235$$

Source: Data processed, 2018

From the multiple linear regression equation above, it can be interpreted as follows:

$a = 4.874$, which means that if the company CV. Oscar Furniture Surabaya does not pay attention to satisfaction, work motivation and the performance of CV employees. Oscar Furniture Surabaya will still have a value of 4,874.

$b_1 = 0.539$, which means that the satisfaction variable (X_1) increases by one unit, which will be followed by an increase in the employee performance variable (Y) of 0.539 with the assumption that the work motivation variable is in a constant condition.

$b_2 = 0.383$, which means that the work motivation variable (X_2) increases by one unit, which will be followed by an increase in employee performance (Y) of 0.383 with

the assumption that the satisfaction variable is constant.

e = Standard Error of Estimate is equal to 0.83858, while the standard deviation of employee performance is 1.66782, much greater than the standard Error of Estimate. Because it is smaller than the standard deviation of the performance variable, the regression model is said to be good.

So from the multiple linear regression equation test above, it can be concluded that the satisfaction variable is the dominant variable that influences employee performance. This can be seen from the standard satisfaction beta coefficient of 0.519 > motivation beta coefficient of 0.438.

F Test (Simultaneous Test)

F test to determine the magnitude of the influence of satisfaction and motivation variables together on CV employee performance. Oscar Furniture Surabaya. For more details, the results of data processing are presented as follows.

F Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	61,680	2	30,840	43,856	.000 ^b
Residual	18,987	27	.703		
Total	80,667	29			

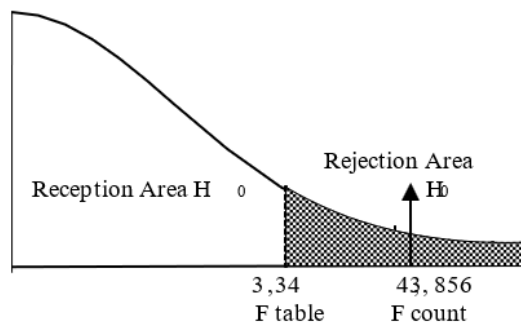
a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), MOTIVATION, SATISFACTION

From the table data above, it can be seen that the Fcount value is 43.856 in Sig. (P) = 0.000. By using the significance level (α) = 5% at degrees of freedom (df) = 30 - 2 = 28 so that the Ftable value is 3.34 or $F_{count} > F_{table}$ ($43.856 > 3.34$). This means that the variables of satisfaction and work motivation simultaneously have a significant effect on employee performance. This means that work satisfaction and motivation can be used as a

basis for predicting CV employee performance. Oscar Furniture Surabaya. So the hypothesis proposed that the variables of work satisfaction and motivation simultaneously have a simultaneous influence on employee performance is proven, because it is supported by data. Next, the F test curve data is presented.

F Test (Simulation)



Source: Data processed, 2018

t Test (Partially)

T test to determine the magnitude of the partial influence of satisfaction and motivation variables on CV employee performance. Oscar Furniture Surabaya. For more details, the results of data processing are presented as follows.

t Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
(Constant)	4,874	2,048		2,380	,025
1 SATISFACTION	,539	,130	,519	4,135	,000
MOTIVATION	,383	,110	,438	3,486	,002

a. Dependent Variable: PERFORMANCE

From the table data above, it can be seen that the satisfaction variable t value is 4.135 in Sig. (P) = 0.001 or ≤ 0.05 or use the significance level (α) = 5% at degrees of freedom (df) = 30-2 = 28 so ttable value is 2.048 or tcount > ttable (4.135 > 2.048). This means that the satisfaction variable has a significant effect on employee performance. This means that if satisfaction increases, the performance of CV

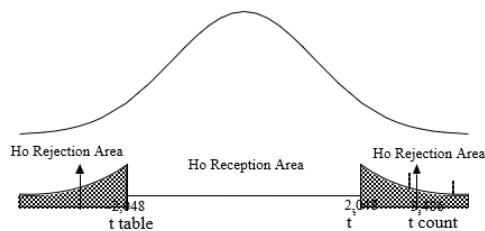
employees will increase. Oscar Furniture Surabaya increased and vice versa. So the hypothesis proposed that the satisfaction variable has a significant effect on employee performance is proven, because it is supported by data. For more details, a picture of the satisfaction t-test curve is presented.



Source: Data processed, 2018

Furthermore, from the table above, it can be seen that the work motivation variable calculated t value is 3.486 in Sig. (P) = 0.002 or ≤ 0.05 or use the significance level (α) = 5% at degrees of freedom (df) = 30-2 = 28 so ttable has a value of 2.048 or tcount > ttable (3.485 > 2.048). This means that the work motivation variable has a significant effect on employee performance. This means that if work motivation increases, the performance of CV employees will increase. Oscar Furniture Surabaya increased and vice versa. So the hypothesis proposed that work motivation variables have a significant effect on employee performance is proven, because it is supported by data. For more details, a picture of the work motivation t-test curve is presented.

Motivational Curve



Source: Data processed in 2018

Determinant Test (R²)

The coefficient of determination (R²) essentially measures how far the model's ability is to explain variations in the dependent variable. The coefficient of determination value is between zero and one. A small R² value means that the ability of the independent variables to explain variations in the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict variations in the dependent variable. For more details, the data is presented below.

Determinant Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874a	.765	.747	.83858

a. Predictors: (Constant), MOTIVATION, SATISFACTION

From the table data above, it can be seen that the R² value is 0.765 or 76.50%, this shows that the job satisfaction and motivation variables are able to explain variations in CV employee performance. Oscar Furniture Surabaya amounted to 76.50%, while the remaining 23.50% were factors that influenced the performance of CV employees. Oscar Furniture Surabaya, but not predicted in this research model.

Discussion

The influence of satisfaction on employee performance

Based on the research results, it can be seen that the satisfaction variable t value is 4.135 in Sig. (P) = 0.000 or ≤ 0.05 or $t_{\text{count}} > t_{\text{table}}$ ($4.135 > 2.048$). This means that the work motivation variable has a significant effect on employee performance. This means that if work motivation increases, the performance of CV employees will increase. Oscar Furniture Surabaya increased and vice versa. This shows that high or low employee performance is greatly influenced by employee satisfaction and work motivation.

The results of this research are supported by research by Chandraningtyas, Musadieq, Utami (2015) which concluded that satisfaction has a significant effect on PT performance. Kusuma Karya Persada which outsources to PT. Sasa Inti Probolinggo. Furthermore, the research results of Putu Putri and Latrini (2013) stated that job satisfaction has a significant effect on the performance of Public Sector employees. Likewise, research results from Surianti (2015) stated that job satisfaction had a significant effect on employee performance at the Cirebon City Regional Drinking Water Company (Pdam). This shows that job satisfaction has an important role in building work enthusiasm, in turn being able to carry out work activities well, so that the results achieved are in accordance with the established standards. Meanwhile, Mathis and Jackson (2011) stated that job satisfaction reflects a person's feelings towards their job. When someone is satisfied with their job, they will be more committed and work harder to contribute to the organization.

. Satisfaction refers to the degree to which one fulfills needs, wants and desires. Satisfaction basically depends on what a person wants to get in his life. Job satisfaction is a measure of how happy an employee is with the job and position he or she has. Job satisfaction can be viewed from two sides, from the employee side, job satisfaction will give rise to pleasant feelings at work, while from the company side, job satisfaction will increase productivity, so that in the future it will be able to improve performance. Performance is

conceptualized as a person's behavior in setting work targets, achieving work targets, how one works and one's personal characteristics. Performance is defined as an expression of ability based on knowledge, attitudes, skills and motivation in producing something.

Mangkunegara (2012:17) assesses employee performance regarding the work results achieved by employees within a certain period of time which are measured based on the quantity and quality of work results. Performance is basically what salespeople do or don't do so that they influence how much they contribute to the agency or organization, including the quality of service provided. The performance targets that are set are specific to individuals, in the areas of projects, processes, routine and core activities that will be the employee's responsibility.

Basically, good performance is performance that follows procedures or procedures according to established standards. Mangkunegara (2012:18) states that the characteristics of someone with high performance are: responsible, disciplined, punctual, always looking for challenging

work, prioritizing the quality and quantity of work.

From the explanation above, it can be seen that there is an influence between satisfaction and employee performance.

The influence of motivation on employee performance

Based on the research results, it can be seen that the motivation variable t value is 3.486 in Sig. (P) = 0.002 or ≤ 0.05 or t count > t table (3.486 > 2.048). This means that the motivation variable has a significant effect on employee performance. This means that if motivation increases, the performance of CV employees will increase. Oscar Furniture Surabaya increased and vice versa. This shows that high or low employee performance is greatly influenced by employee motivation. Motivation is a condition that moves employees to achieve organizational goals, mental attitude is a mental condition that encourages employees to strive to achieve maximum performance.

The results of this research are supported by research by Chandraningtyas, Musadieq, and Utami (2015) which concluded that employee work motivation has a significant effect on PT performance. Kusuma Karya Persada which outsources to PT. Sasa Inti Probolinggo.

In line with the research above, Zakir (2014) stated that motivation has a significant effect on the performance of PT employees. Pancaran Intan Pratama.

Likewise, research results from Surianti (2015) stated that work motivation had a significant effect on employee performance at the Cirebon City Regional Drinking Water Company (PDAM). This shows that employee motivation has an important role

in encouraging employees to work harder, so that the results achieved are in accordance with the set standards. According to Saydam (2004:126) motivation is a means of generating, reinforcing, driving an employee who is directed to achieve goals and results. High work motivation can be reflected in high work enthusiasm and results in better work.

Motivation can provide energy that can mobilize all existing potential, create high and noble desires and increase the passion for togetherness. With better work results, the company's goals will be realized well, which can make the company more advanced, so that in turn it will be able to improve employee performance.

Motivation is the drive to achieve success, which is measured based on a person's standards of perfection. This drive is closely related to work which directs a person to achieve achievement (performance) as an effort to achieve success, which is successful in competing with a measure of excellence, this can refer to the

performance of other people previously achieved.

Performance is a manifestation of the work carried out by employees which is generally used as a basis for evaluating employees or organizations. Good performance is the right way to achieve organizational or company goals. If performance goals are grown from within the employee, it will form a personal strength.

Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14)

When collecting data sources, researchers collect data sources in the form of raw data. The survey method is a method of collecting primary data using written questions (Kumala Dewi, Indri et al, 2022: 29).

Data analysis in the study was carried out through descriptive analysis method, which is defined as an attempt to collect and compile data, then an analysis of the data is carried out, while the data collected is in the form of words. (Kasih Prihantoro, Budi Pramono et al, 2021 : 198).

CONCLUSION AND RECOMMENDATION

1. The research results show that the Fcount value is 43.856 in Sig. (P) = 0.000. or Fcount > Ftable (43.856 > 3.33). This means that the variables of satisfaction and motivation simultaneously have a significant effect on employee performance. This means that satisfaction and motivation can be used as a basis for predicting CV employee performance. Oscar Furniture Surabaya. So the hypothesis proposed is that the variables of satisfaction and motivation simultaneously

have a significant effect on employee performance.

2. As a result of the research, it can be seen that the satisfaction variable t value is 4.135 in Sig. (P) = 0.000 or ≤ 0.05 or tcount > ttable (4.135 > 2.048). This means that the satisfaction variable has a significant effect on employee performance. This contains the meaning if satisfaction increases, the performance of CV employees. Oscar Furniture Surabaya increased and vice versa.

3. From the research results, it can be seen that the motivation variable t value is

3.486 in Sig. (P) = 0.002 or ≤ 0.05 or $t_{count} > t_{table}$ (3.486 > 2.048). This means that the motivation variable has a significant effect on employee performance. This means that if motivation increases, the performance of CV employees will increase. Oscar Furniture Surabaya increased and vice versa.

4. The satisfaction variable is the dominant variable that influences employee performance. This can be seen from the standard satisfaction beta coefficient of 0.519 > motivation beta coefficient of 0.438.

REFERENCES

- As'ad, M. 2004. Industrial Psychology, Human Resources. Yogyakarta: Liberty.
- Daengs, GSA, Istanti, E., Negoro, RMBK, & Sanusi, R. (2020). The Aftermath of Management Action on Competitive Advantage Through Process Attributes at Food and Beverage Industries Export Import in Perak Harbor of Surabaya. *International Journal Of Criminology and Sociology*, 9, 1418–1425
- Enny Istanti1), Bramastyo Kusumo2), IN (2020). IMPLEMENTATION OF PRICES, SERVICE QUALITY AND REPURCHASE IN SALES OF AFIFATHIN GAMIS PRODUCTS. *Economics* 45, 8(1), 1–10
- Iwa Soemantri, Asep et al. 2020. Entrepreneurship Orientation Strategy, Market Orientation And Its Effect On Business Performance In MSMEs. *UNITOMO EXPECTRA Journal* Vol. IV No. 1, Pg. 1-10.
- Kumala Dewi, Indri et al, 2022 Improving MSME Performance Through Financial Management, *Accounting Economic Journal*, UNTAG Surabaya, Page ; 23- 36
- Prihantoro, Kasih, Pramono, Budi et all. 2021. Tourism Village Government Program, Caractized By State Defense As The Economic Foundation Of National Defense, *International Journal of Research and Innovation in Social Science (IJRISS)*, Vol. V, Issue V, Pages 197-2001.
- Rina Dewi, et al. 2020. Internal Factor Effects In Forming The Success Of Small Businesses. *UNITOMO SYNERGY Journal*, Vol. 10 No. 1, Pg. 13-21
- Ghozali, Imam. 2007. *Multivariate Analysis Using the SPSS Program*, Print Four. Semarang: Diponegoro University.
- Hariandja. 2005. *Human Resource Management*. Jakarta: Grasindo.
- Hasibuan, Malayu SP 2003. *Organization and Motivation*. Jakarta: Bumi Literacy.
- _. 2008. *Human Resource Management*. Jakarta: Bumi Literacy
- Kreitner, Robert and Khinicki Angelo. 2005. *Organizational Behavior*, books 1 and 2. Jakarta: Salemba Empat.
- Mangkunegara, Anwar Prabu. 2001. *Employee Professionalism*. Jakarta: Grafindo Persada.
- _. 2004. *Corporate Human Resources Management*, first printing. Bandung: PT. Rsodakarya Teenager.
- _. 2009. *Evaluation of Human Resources Performance*. Bandung: Refika Aditama.
- Mathis, R.L. and Jackson. 2011. *Human Resource Management*. Jakarta : Salemba Empat
- _. 2006. *Human Resource Management*. Jakarta : Salemba Empat.
- Moheriono. 2009. *Competency Based Performance Measurement*. Jakarta: Ghalia Indonesia.
- Nazir, Mohammad. 2011. *Research Methods*, print 6. Bogor: Ghalia Indonesia.

Rivai, Veithzal. 2004. Human Resource Management for Companies. Jakarta: PT. Raja Grafindo Persada.

Robin and Judge. 2008. Human Resource Management. Jakarta: Salemba.

Robin, SP 2001. Organizational Behavior. Jakarta: Prenhallindo.

Sugiono. 2008. Business Research Methods. Bandung: Alfabeta.

_. 2013. Quantitative, Qualitative and R&D Research Methods. Bandung: Alfabeta.