

The Effect of Work Motivation and Job Satisfaction on the Performance of Marketing Department Employees at Company X

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Keywords: *Work Motivation,*

Job Satisfaction, Employee Performance

Abstract

Employee performance is one of the key factors in achieving organizational goals, including for companies in the furniture industry. Employee performance, particularly within the Marketing department, plays a vital role in aiding in the accomplishment of organizational objectives and sales targets. Experts claim that among the elements influencing employee performance are job satisfaction and work motivation. The inability to reach sales goals, however, indicates that Company X's marketing department staff is still not performing at their best. The purpose of this study is to ascertain how employees at Company X's marketing department perform in relation to work motivation and job satisfaction. Using quantitative descriptive analysis and quantitative associative analysis, this study takes a quantitative approach. The study's respondents were all employees in the Marketing department. Data were collected through observation, documentation, and a questionnaire using a semantic differential scale, and were then analyzed using multiple linear regression, the coefficient of determination, and hypothesis testing with the aid of SPSS version 24. The results of this study indicate that, individually, work motivation and job satisfaction have a positive effect on employee performance. In addition, work motivation and job satisfaction also have a simultaneous effect on employee performance, with a fairly significant level of influence. The results of this study suggest that increasing work motivation and job satisfaction can serve as a strategy for companies to improve the performance of their marketing department employees.

INTRODUCTION

The future of the furniture industry in Indonesia looks very promising, as the Indonesian furniture market continues to show significant growth, with the market value reaching USD 8.6 billion in 2024 and projected to rise to approximately USD 14.7 billion by 2033 (**Imarcgroup, 2025**). This growth is driven by the availability of local raw materials, rising household incomes, and development in the housing and real estate sectors. Additionally, the Furniture Industry Confidence Index (IKI) stood at 52.38 in early 2024, indicating that the industry is in an expansion phase (**Kemenperin, 2024**). The rising demand for furniture is also influenced by changes in people's lifestyles following the COVID-19 pandemic. Consumers are increasingly prioritizing comfortable, aesthetically pleasing, and functional living spaces, leading to a continuous rise in demand for multifunctional and custom furniture (**IDX/Bisnis.com, 2024**). These conditions require furniture companies must be capable of producing goods that satisfy consumer demand, supported by high-performing human resources. In the Marketing department, high-performing employees are identified by their ability to expand market networks, meet company targets, provide excellent customer service, develop effective promotional strategies, and understand market needs and preferences.

One furniture company that is currently growing and focusing on improving human resource performance is Company X. Company X is a custom furniture and interior design firm

based in West Java. Company X recognizes that a key component of sustaining competitiveness is the caliber of human resources and supporting the achievement of company goals; therefore, improving and managing employee performance is a top priority in its business operations.

According to **Tiong (2023:106)**, employee performance refers to the results achieved by an individual both in terms of completing duties and responsibilities in a qualitative and numerical manner assigned to them over a specific period. Thus, One way to characterize employee performance is the outcomes they attain of an individual's efforts in performing their job in accordance with their responsibilities. Although it plays a crucial role in the company's success, employee performance has yet to reach optimal levels. The following are the sales figures for 2025:

Table 1. Company X Sales Performance for 2025

MONTH	TARGET	ACHIEVEMENT (METERS)
January		453.33
February		614.42
March		301.70
April		420.55
May		336.19
June	500	323.53
July	Meters/Month	409.29
August		288.092
September		270.737
October		234.89
November		442.40
December		407.31

Source: Company X Archives, Reprocessed, 2026

As shown in Table 1, to date, the Marketing Department's timber sales have not been able to meet the sales target of 500 meters of timber per month set by the company. According to **Hasibuan (2023:87)**, performance evaluation involves comparing an employee's actual job performance against established standards-both in terms of quality and quantity-for the work produced. Job performance is lower than the job standard, as evidenced by the fact that all monthly sales figures remain far below the established standard. This indicates a gap between job performance and the job standard. This situation prompted the author to conduct further research on the performance of employees in the Marketing department at Company X.

Tiong (2023:109) the statement says that one of the elements affecting a person's performance is motivation at work. According to **Hasibuan (2023:143)**, work motivation is the energy that makes people excited about their job, helping them work together and put in their best effort to feel happy and accomplished. **Hasibuan (2023:141)** explains human behavior is triggered, directed, and driven by this motivation, which encourages people to put in a lot of effort.. One indicator of declining work motivation is negative behavior, such as arriving late to work. Based on the documentation, the frequency of delays throughout 2025 is shown in the table below:

Table 1. Data on Late Arrival and Early Departure of Marketing Department Employees at Company X in 2025

MONTH	LATE (TIMES)	EARLY (TIMES)
Januari	19	2
February	15	3

MONTH	LATE (TIMES)	EARLY (TIMES)
March	20	6
April	25	2
May	31	4
Juni	23	3
July	28	2
August	34	2
September	66	5
October	72	7
November	41	4
December	35	5
TOTAL	411	45

Source: Company X Archives, Reprocessed, 2026

Based on table 2, even now, some workers arrive late and depart early. This phenomenon may be a strong indication that there is an issue with employee work motivation. Work motivation is essential for promoting performance enhancement, as it is an essential element that individuals must possess to fulfill their job responsibilities optimally (Nuruzzaman, Baroroh & Audina, 2021). Research by Darussalam & Abdurahman (2025) the study, titled “Pengaruh *Employee Engagement* Dan Motivasi Kerja terhadap Kinerja Karyawan Pada Divisi *Agency Business Development* PT. Prudential Life Assurance” also explains that an individual's performance improves with their level of work motivation. Motivated employees are typically more enthusiastic, work more efficiently, and strive to deliver the best results, thereby having a positive influence on achieving the organization's objectives.

According to Tiong (2023:93), in order to achieve the desired degree of employee performance, employee motivation is essential; with work motivation, the company's desired goals can be achieved. This is supported by the research of Lesmana & Abdurahman (2024), Darussalam & Abdurahman (2025), and Septiadi, Marnisah & Handayani (2020), that employee performance is positively impacted by motivation at work.

Sofia (2023:85) states that one of the elements that affects performance is job happiness. Hasibuan (2023:202) states that job satisfaction is an emotional attitude that reflects feelings of joy and love for one's work, which can be observed through levels of discipline, work enthusiasm, and achievements attained.

Based on Company X's records, there remains a relatively high rate of unexcused absences among employees in the Marketing department. Data on the absence rate for 2025 is presented in table 3, as follows:

Tabel 3. Data on Absences Among Marketing Department Employees at Company X in 2025

MONTH	ABSENCES (TIMES)
Januari	3
February	2
March	9
April	5
May	1

MONTH	ABSENCES (TIMES)
Juni	6
July	2
August	3
September	8
October	5
November	7
December	3
TOTAL	54

Source: Company X Archives, Reprocessed, 2026

Table 3 shows that this high rate of unexcused absences may indicate job dissatisfaction among employees in the Marketing department. This condition is worth investigating because job dissatisfaction can lead to a decline in employee performance within a company. This is supported by a study by **Nugroho & Asmadi (2025)** titled “Pengaruh Motivasi Kerja dan Kepuasan Kerja terhadap Kinerja Pegawai Bappeda Kabupaten Tangerang”. This suggests that there is a favorable correlation between job happiness and employee performance. Put another way, workers perform better when they are happier at work.

Based on the problem statement outlined above, the study by **Darussalam and Abdurahman (2025)** was conducted at PT Prudential Life Assurance, while the study by **Nugroho and Asmadi (2025)** was conducted at Tangerang Regency's Regional Development Planning Agency (Bappeda). The researcher became interested in performing research at manufacturer X, a furniture manufacturer, as a result of that study. Examining work motivation, job contentment, and employee performance as well as figuring out how work motivation and job satisfaction affect employee performance are the goals of this study, under the title “**The Effect of Work Motivation and Job Satisfaction on the Performance of Marketing Department Employees at Company X.**”

METHODS

Work motivation (X1) and job satisfaction (X2) are independent factors in this quantitative study, whereas employee performance (Y) is the dependent variable.

Work motivation is the encouragement given to an individual to inspire enthusiasm for should work in a way that is willing to cooperate, do jobs efficiently, and make use of all of their abilities in order to be satisfied (**Hasibuan, 2023:143**). Meanwhile, according to **Mangkunegara (2020:94)**, “**Work motivation is a condition that influences, stimulates, directs, and sustains behavior related to the work environment**”. Based on these expert definitions This suggests that a person's drive at work is a driving force that shapes their thoughts and emotions, and actions toward achieving organizational goals, fulfilling needs, or attaining job satisfaction.

According to **Hasibuan (2023:158)**, the factors that influence work motivation are success/achievement, recognition, the work itself, responsibility, and the development of individual potential.

Research findings by **Darussalam & Abdurahman (2025)**, **Nugroho & Asmadi (2025)**, **Yaputri & Bernarto (2025)**, **Renata et al. (2021)**, **Sunardi & Awaliah (2025)**, **Chandra (2025)**, **Wau & Purwanto (2021)**, **Burhanudin et al. (2024)**, and **Prasojo & Sibarani (2024)** These results show that employee performance and work motivation are positively correlated. The

following hypothesis is developed in light of the research findings and theoretical background.

Hypothesis 1: Work motivation has a positive effect on the performance of employees in the Marketing Department at Company X.

A favorable emotional attitude toward one's work that manifests as joy and excitement for the profession is known as job satisfaction. Both inside and outside of the job, this mindset is evident in work ethic, discipline, and performance (Hasibuan, 2023:202). Meanwhile, according to Mangkunegara (2020:117), **"Job satisfaction is a feeling of self-support among employees related to their work as well as their personal circumstances"**. Based on these definitions by experts, it can be concluded that An employee's favorable attitude and sentiments regarding their employment are known as job satisfaction that arise when the tasks they perform align with their expectations and provide them with a sense of comfort.

According to Mangkunegara (2020:117), the factors influencing job satisfaction include employee turnover, absenteeism rates, age, job level, and organizational size.

Research findings by Nugroho & Asmadi (2025), Renata et al. (2021), Chandra (2025), Burhanudin et al. (2024), Prasajo & Sibarani (2024), and Sunardi & Awaliyah (2025) indicate that there is a positive relationship between job satisfaction and employee performance. Based on the theoretical framework and research findings, the following hypothesis is formulated.

Hypothesis 2: Job satisfaction has a positive effect on the performance of employees in the Marketing Department at Company X.

Performance is an employee's work output, measured based on the quality and quantity of their completion of the tasks and responsibilities assigned to them (Mangkunegara, 2020:67). Meanwhile, according to Levinson as cited in (Marwansyah, 2019:229), **"Performance is an individual's achievement or accomplishment regarding the tasks assigned to them"**. Based on these expert definitions, it can be concluded that performance is the result of an individual's efforts and fulfillment of responsibilities in carrying out their work. Performance can be measured by how well an individual completes tasks, meets targets, and contributes to the company's progress.

According to Hasibuan (2023:95), employee performance can generally be assessed based on loyalty, work achievements, honesty, discipline, creativity, teamwork, leadership, personality, initiative, competence, and responsibility.

The results of studies conducted by (Ulfa et al., 2022), (Nugroho & Asmadi, 2025), (Firya & Sucipto, 2025), (Renata et al., 2021), (Sunardi & Awaliah, 2025), (Chandra, 2025), and (Prasajo & Sibarani, 2024) These results suggest that job satisfaction and work motivation have simultaneous and partial effects on employee performance. The following hypotheses were developed in light of the theoretical framework and study findings.

Hypothesis 3: Work motivation and job satisfaction influence the performance of employees in the Marketing department at Company X.

Refer to the research paradigm below to understand the connection between employee performance at Company X and work motivation and job satisfaction:

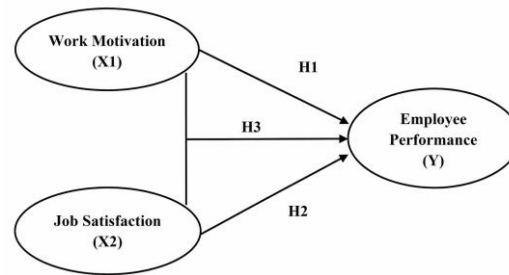


Figure 1. Research Paradigm on the Effect of Work Motivation and Job Satisfaction on Employee Performance at Company X

The study population consisted of 39 respondents: 38 employees in the Marketing department with at least one year of service, who served as respondents for the work motivation and job satisfaction variables, and 1 Marketing Manager who evaluated employee performance. The entire population served as the study's respondents.

This study used observation, recordkeeping, and questionnaire distribution as methods of data collecting. A five-point semantic differential scale was used to record the data, with "1" denoting the most negative assessment, "2" a negative assessment, "3" a neutral assessment, "4" a positive assessment, and "5" the most positive assessment. After the data was collected, it was processed, coded, tabulated, and checked.

Before analysis, the instruments were validated for validity and reliability to guaranty the correctness of measurement data. Associative quantitative analysis and descriptive quantitative analysis were the two phases of the data analysis process. Based on the average scores for each dimension, descriptive quantitative analysis was used to characterize the levels of work motivation, job satisfaction, and employee performance. Then, using associative quantitative analysis in the form of multiple linear regression, the associations between job satisfaction and work motivation and employee performance were investigated. The data were examined for traditional assumptions including heteroscedasticity, multicollinearity, and normality before hypothesis testing. The effect of each individual variable was determined using the t-test, the total effect of all variables was determined using the F-test, and the degree to which the independent variables contribute to the dependent variable was evaluated using the coefficient of determination (R^2). SPSS version 24 was used for all analyzes.

RESULT AND DISCUSSION

A. Validity Test

Table 4. Validity Test Results

Variable	Statement	r-value	r-table	Information
Work Motivation (X1)	X1.1	.789	.320	Valid
	X1.2	.455	.320	Valid
	X1.3	.722	.320	Valid
	X1.4	.569	.320	Valid
	X1.5	.756	.320	Valid
	X1.6	.698	.320	Valid

Variable	Statement	r-value	r-table	Information
	X1.7	.633	.320	Valid
	X1.8	.716	.320	Valid
	X1.9	.765	.320	Valid
	X1.10	.658	.320	Valid
Job Satisfaction (X2)	X2.1	.783	.320	Valid
	X2.2	.729	.320	Valid
	X2.3	.683	.320	Valid
	X2.4	.559	.320	Valid
	X2.5	.429	.320	Valid
	X2.6	.419	.320	Valid
	X2.7	.379	.320	Valid
	X2.8	.582	.320	Valid
Employee Performance (Y)	Y.1	.763	.320	Valid
	Y.2	.597	.320	Valid
	Y.3	.716	.320	Valid
	Y.4	.724	.320	Valid
	Y.5	.598	.320	Valid
	Y.6	.595	.320	Valid
	Y.7	.525	.320	Valid
	Y.8	.601	.320	Valid
	Y.9	.525	.320	Valid
	Y.10	.732	.320	Valid

Source: SPSS Version 24 Output Results, Reprocessed, 2026.

If the estimated r-value is more than the r-table value and the significance threshold is less than 0.05 (Sig. < 0.05), the questionnaire is deemed valid. All of the questionnaires pertaining to the variables of work motivation, job satisfaction, and employee performance are appropriate for measuring what they are meant to measure, according to the validity test results; in other words, these questionnaires show an adequate level of validity.

B. Reliability Test

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Keterangan
Work Motivation (X1)	.862	10	Realibel
Job Satisfaction (X2)	.721	8	Realibel
Employee Performance (Y)	.839	10	Realibel

Source: Questionnaire, Re-analyzed, 2026.

If the Cronbach's alpha value of a research instrument is more than 0.60, it is deemed dependable. It may be inferred from the reliability test findings that every item evaluating the

variables of employee performance, job happiness, and work motivation exhibits a sufficient degree of dependability.

C. Quantitative Descriptive Analysis

Table 6. Average Total Scores of Respondents' Responses to Statements Regarding the Variable of Work Motivation Among Marketing Department Employees at Company X

SUB VARIABLE	TOTAL AVERAGE	CRITERIA
Achievement	3,96	High
Recognition	2,72	Fair
Work it Self	4,21	Very High
Responsibility	3,71	High
Advancement	3,61	High
TOTAL AVERAGE (3,96+2,72+4,21+3,71+3,61)/5 = 3,64		
CRITERIA = HIGH		

Source: Questionnaire, Reanalyzed, 2026.

Based on Table 6, the work motivation of employees in the Marketing department at Company X is in the **high** category with an average score of 3.64. The “job itself” subvariable received the highest score of 4.21, these results indicate that recognition from supervisors and coworkers is still not fully perceived as a key driver of work motivation. If this situation is allowed to continue, the company may face difficulties in fostering employee motivation by acknowledging their contributions.

Table 7. Average Total Scores of Respondents' Responses to Statements Regarding the Job Satisfaction Variable of Marketing Department Employees at Company X

SUB VARIABLE	TOTAL AVERAGE	CRITERIA
Turnover	3,29	Fair
Absenteeism Rate	3,34	Fair
Workload	3,26	Fair
Company Size	2,73	Fair
TOTAL AVERAGE (3,29+3,34+3,26+2,73)/4 = 3,16		
CRITERIA = FAIR		

Source: Questionnaire, Reanalyzed, 2026.

Based on Table 7, job satisfaction among employees in the Marketing department at Company X has an average score of 3.16, which falls into the **fair** category. The subvariable “absenteeism rate” received the highest score of 3.34, indicating that attendance contributes fairly well to job satisfaction. Meanwhile, the subvariable “company size” received the lowest score of 2.73, which indicates that communication, coordination, and employee engagement are still not

optimal. If this situation is allowed to continue, the company may face obstacles in fostering more effective coordination, communication, and employee engagement, making it difficult to improve employee job satisfaction.

Table 8. Total Average of Respondents' Responses to Statements Regarding Variables Related to the Performance of Marketing Department Employees at Company X

SUB VARIABLE	TOTAL AVERAGE	CRITERIA
Work Performance	3,34	Fair
Discipline	3,12	Fair
Creativity	3,58	Competent
Teamwork	2,99	Fair
Responsibility	3,34	Fair
TOTAL AVERAGE $(3,34+3,12+3,58+2,99+3,34)/5 = 3,27$		
CRITERIA = FAIR		

Source: Questionnaire, Reanalyzed, 2026.

Based on table 8, the performance of employees in the Marketing department at Company X has an average score of 3.27, which falls into the **fair** category. The creativity subvariable received the highest score of 3.58, indicating that employees have strong abilities in developing promotional ideas and attracting customers. Meanwhile, the cooperation subvariable received the lowest score of 2.99, which indicates that the employee's ability to collaborate, follow instructions from superiors, and contribute has not yet yielded the expected results. If this situation continues, the company may face obstacles in fostering cooperation and coordination among employees, thereby making work less effective in supporting the achievement of the company's goals.

D. Quantitative Associative Analysis

This study employs multiple linear regression analysis to examine the effects of work motivation and job satisfaction on the performance of employees in the Marketing Department at Company X, as assessed by their immediate supervisors. Before the regression analysis was conducted, tests of the classical assumptions were performed first. The purpose of this was to ensure that the resulting regression model met the criteria for the Best Linear Unbiased Estimator (BLUE) and was consistent with the principles of Ordinary Least Squares (OLS), as explained by Ghozali (2021:112). Therefore, the classical assumption tests were conducted as follows:

a. Normality Test

The variables of work motivation and job satisfaction in relation to employee performance at Company X's marketing department have a significant value of 0.200, which is more than 0.05 ($0.200 > 0.05$), according to the results of the normality test. Consequently, it can be said that the research data follow a normal distribution.

b. Multicollinearity Test

The tolerance value of 0.990 (> 0.10) and the VIF value of 1.010 (< 10) for the work motivation and job satisfaction variables were obtained from the multicollinearity test findings. This shows that the regression model does not have multicollinearity. The regression model is regarded as multicollinearity-free since the independent variables do not significantly correlate with one another.

c. Heteroscedasticity Test

Significance levels (Sig.) of 0.966 (> 0.05) for the "work motivation" variable and 0.136 (> 0.05) for the "job satisfaction" variable were obtained from the heteroskedasticity test. These data show that the regression model did not show any signs of heteroskedasticity. As a result, the assumption of homoskedasticity is satisfied and there is no difference in residual variance between individual observations.

1. The Partial Effects of Work Motivation and Job Satisfaction on the Performance of Marketing Department Employees at Company X

Once all of the traditional assumption tests were satisfied, SPSS version 24 was used to do a multiple linear regression analysis. Table 10 below shows the multiple linear regression analysis's findings.

Table 9. Results of the Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1 (Constant)	4.554	6.147			.741	.464
WorkMotivation	.425	.132	.431		3.221	.003
JobSatisfaction	.515	.172	.400		2.993	.005

a. Dependent Variable: Employee Performance

Source: SPSS Version 24 Output Results, Reprocessed, 2026.

Table 9 shows that the results of the multiple regression analysis yield a regression equation that can be expressed as follows:

$$Y = 4,554 + 0,425X_1 + 0,515X_2$$

1. The Partial Effect of Work Motivation on the Performance of Marketing Department Employees at Company X

The study presented in Table 9 indicates that the work motivation regression coefficient (X_1) has a positive value of 0.425. This shows that employee performance is positively impacted by job motivation. In other words, if all other factors stay the same, an employee will perform better if they are more motivated at work.

2. The Partial Effect of Job Satisfaction on the Performance of Marketing Department Employees at Company X

Table 9's analysis results for the "job satisfaction" variable (X_2) reveal a 0.515 positive regression coefficient. This suggests that there is a favorable correlation between job happiness and employee performance. To put it another way, if all other factors stay the same, an employee will perform better if they are more satisfied with their employment.

2. The Simultaneous Effect of Work Motivation and Job Satisfaction on the Performance of Marketing Department Employees at Company X

Determining the extent to which the regression model can explain the dependent variable is another objective of this study. The coefficient of determination (R-squared) is used to evaluate this ability. The ability of the independent variables to explain the dependent variable is considered weaker as the R-squared value approaches 0, and stronger as it approaches 1. Table 10 below presents the coefficient of determination values based on data analysis using SPSS Version 24:

Table 10. Coefficient of Determination Results

<i>Model Summary</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.617 ^a	.380	.345	5.45241
<i>a. Predictors: (Constant), JobSatisfaction, WorkMotivation</i>				

Source: SPSS Version 24 Output Results, Reprocessed, 2026.

Based on table 10, the R-squared (R^2) value is 0.380. This indicates that the variables of work motivation and job satisfaction collectively account for 38% of the variance in the performance of employees in the Marketing Department at Company X, which falls within the **moderately significant** category. Meanwhile, the remaining 62% is influenced by other factors not examined in this study.

E. Hypothesis Testing

1. Partial Test (t-test)

Tabel 15. Hasil Uji Parsial (Uji t)

Variable	t-value	t-table	Sig.	Prob.	Information
X1	3,221	2,028	0,003	0,05	Significant
X2	2,993	2,028	0,005	0,05	Significant

Source: SPSS Version 24 Output Results, Reprocessed, 2026.

The influence of work motivation on employee performance in Company X's marketing department has a t-value of 3.221 at a significance level of 0.003 (below 0.05), which is higher than the t-table value of 2.028, as Table 15 demonstrates. According to these findings, employee performance in Company X's marketing department is positively impacted by work motivation, as H_a is accepted and H_n is rejected. This positive correlation shows that an employee's performance improves with increasing work motivation. It emphasizes how job motivation can inspire employees to put in a lot of effort and produce exceptional work, which helps the business reach its objectives.

This is supported by the findings of a study conducted by **Lesmana & Abdurahman (2024)** titled "Pengaruh Pembinaan Disiplin dan Motivasi Kerja terhadap Kinerja Karyawan Bagian Mekanik Pada Ahas Siliwangi Motor", which states that work motivation has a positive effect on employee performance. which states that work motivation has a positive effect on employee performance.

Additionally, at a significance level of 0.005, which is below 0.05, the t-value for the impact of job satisfaction on employee performance in Company X's marketing department is 2.993, exceeding the t-table value of 2.028. These findings show that the null hypothesis is rejected and the alternative hypothesis is accepted, indicating that employee performance in

Company X's marketing division is positively impacted by job satisfaction. This positive correlation shows that employees perform better when they are more satisfied with their jobs. Employee motivation is increased by job satisfaction, which also motivates workers to carry out their responsibilities with diligence and allows them to contribute more to the organization.

This is supported by the findings of a study conducted by **Nugroho & Asmadi (2025)** titled "The Influence of Work Motivation and Job Satisfaction on the Performance of Employees at the Tangerang Regency Bappeda", which states that job satisfaction has a positive effect on employee performance.

2. Simultaneous (F-test)

Table 16. Result of the Simultaneous (F-test)

Variable	F-value	F-table	Sig.
The Effects of Work Motivation and Job Satisfaction on Employee Performance	10.745	3.25	0.000

Source: SPSS Version 24 Output Results, Reprocessed, 2026.

According to the F-test results, the significance threshold of 0.000 is less than 0.05 and the computed F-value is 10.745, which is higher than the table F-value of 3.25. These findings show that the alternative hypothesis (H_a) is accepted and the null hypothesis (H_0) is rejected; hence, it can be said that employee performance in Company X's marketing department is influenced by both job satisfaction and work motivation. Nugroho and Asmadi's (2025) study, "The Influence of Work Motivation and Job Satisfaction on Employee Performance at the Community and Regional Government Bureau of Tangerang Regency," which showed that work motivation and job satisfaction together have an impact on employee performance, lends credence to this conclusion.

DISCUSSION

The Effect of Work Motivation on the Performance of Marketing Department Employees at Company X

The results of this study indicate that work motivation has a positive effect on the performance of employees in the Marketing Department at Company X. These findings are consistent with the results of studies conducted by **Lesmana & Abdurahman (2024)**, **Darussalam & Abdurahman (2025)**, **Nugroho & Asmadi (2025)**, serta **Yaputri & Bernarto (2025)**, **Renata et al. (2021)**, **Sunardi & Awaliah (2025)**, **Chandra (2025)**, **Wau & Purwanto (2021)**, **Burhanudin et al. (2024)**, **Prasojo & Sibarani (2024)**, **Borotoding & Abdurahman (2024)** serta **Hermawan & Lestari (2024)** who stated that there is a positive relationship between work motivation and employee performance. This positive relationship means that the higher an employee's work motivation, the better their performance.

This positive impact is supported by the results of a descriptive analysis, which show that employee work motivation falls into the high category. This is reflected in employees' intrinsic drive to achieve work performance goals, complete tasks with enthusiasm, take responsibility for assigned duties, and demonstrate a desire to continuously develop their skills. Thus, high work motivation has a positive impact on improving the performance of employees in the Marketing department at Company X.

The Effect of Job Satisfaction on the Performance of Marketing Department Employees at Company X

The results of this study indicate that job satisfaction has a positive effect on the performance of marketing department employees at the company. This supports the findings of studies conducted by **Nugroho & Asmadi (2025)**, **Renata et al. (2021)**, **Chandra (2025)**, **Burhanudin et al. (2024)**, **Prasojo & Sibarani (2024)**, and **Sunardi & Awaliyah (2025)**, which states that there is a positive relationship between job satisfaction and employee performance.

This positive correlation indicates that the higher the level of job satisfaction employees experience, the better their performance. Employees' perceived job satisfaction motivates them to work more effectively, commit to completing tasks, and make better contributions to the company. This indicates that employees feel satisfied with their jobs, as reflected in their desire to remain with the company, their attendance rates, the alignment between their job duties and their skills, and an organizational environment that supports their work. Although job satisfaction levels are not yet fully optimal, these conditions still motivate employees to perform their duties well, thereby positively impacting the performance of the Marketing department at Company X. Thus, if job satisfaction can continue to be improved, the resulting performance also has the potential to increase.

The Effect of Work Motivation and Job Satisfaction on the Performance of Marketing Department Employees at Company X

The results of the study indicate that work motivation and job satisfaction simultaneously influence the performance of marketing department employees at Company X. This is supported by previous studies by **Nugroho & Asmadi (2025)**, **Renata et al. (2021)**, **Sunardi & Awaliah (2025)**, and **Chandra (2025)**, which found that work motivation and job satisfaction simultaneously influence employee performance. This means that work motivation and job satisfaction together can improve employee performance.

CONCLUSION

Based on the research findings and discussion regarding the impact of work motivation and job satisfaction on the performance of employees in the Marketing Department at Company X, the following conclusions can be drawn:

1. The work motivation of employees in the Marketing Department at Company X falls within the **high** category. The sub variable with the lowest score is recognition, while the sub variable with the highest score is the work itself.
2. Job satisfaction among employees in the Marketing department at Company X falls within the **moderate** category. The sub variable with the lowest score is company size, while the subvariable with the highest score is absenteeism.
3. The performance of employees in the Marketing department at Company X, as perceived by their immediate supervisors, falls within the **adequate** category. The subvariable with the lowest score is cooperation, while the subvariable with the highest score is creativity.
4. The effects of work motivation and job satisfaction on the performance of employees in the Marketing Department at Company X, both partially and simultaneously, are as follows:

- a. Work motivation has a positive effect on the performance of employees in the Marketing Department at Company X.
- b. Job satisfaction has a positive effect on the performance of employees in the Marketing Department at Company X.
- c. Work motivation and job satisfaction simultaneously influence the performance of employees in the Marketing Department at Company X, with the influence being statistically significant.

Based on the results of the data analysis, discussion, and conclusions outlined in this study, the researcher will propose several recommendations that can serve as considerations in decision-making for Company X. These recommendations include:

1. Recommendations for the company
 - a. Among the work motivation variables, the sub-variable “work itself” received the highest average score. Therefore, the company should continue to develop work systems that can boost employee morale. Companies can set sales targets tailored to each employee’s capabilities and review their compensation systems so that rewards better reflect employees’ workloads, responsibilities, and performance achievements. As a result, employees will be more motivated to meet sales targets and expand the company’s market reach. These steps are expected to boost employee motivation, leading to increasingly optimal performance. Meanwhile, the “recognition” sub-variable has the lowest average score compared to the other sub-variables. Therefore, the company should increase its forms of appreciation and recognition for employees’ work. Recognition can be provided through awards for high-performing employees, direct praise, certificates of appreciation, or career development opportunities. In addition, supervisors are expected to provide positive feedback on employees’ achievements so that employees feel valued and motivated to improve their performance.
 - b. Among the job satisfaction variables, the sub-variable “absenteeism rate” received the highest average score. Therefore, the company should periodically monitor employee attendance and work performance and identify factors that may cause employees to be absent or fail to perform their duties. Additionally, the company can provide regular coaching and evaluations to employees in the Marketing department to enhance their discipline and sense of responsibility toward their work, thereby continuously improving employee job satisfaction and performance. Meanwhile, the sub-variable “company size” had the lowest average score. To improve employee job satisfaction, the company should improve communication and coordination between supervisors and subordinates, as well as among employees. The company can also provide employees with greater opportunities to share ideas, suggestions, and opinions regarding activities and decision-making related to their work. With increased employee engagement in the organization, it is expected that employee job satisfaction will improve.
 - c. Among the employee performance variables, the creativity sub-variable received the highest average score. Therefore, the company should provide more freedom for employees in the Marketing department to develop innovative promotional ideas and encourage the creation of more creative marketing methods to attract customers. Additionally, the company can organize marketing training, promotional strategy

discussions, and idea-sharing sessions among employees to ensure that their ability to create marketing innovations continues to grow. In this way, employee creativity can increase further and make a greater contribution to boosting sales and achieving the company's goals. Meanwhile, the "teamwork" sub-variable had the lowest average score. To improve collaboration among employees, companies should organize activities that strengthen teamwork, such as regular briefings, group discussions, teamwork training, and company-wide events involving all employees. Furthermore, companies need to foster a collaborative work culture so that every employee can support one another and work together to achieve the company's goals.

2. Recommendations for Future Researchers

For future researchers, it is recommended to expand on this study by including other variables believed to influence employee performance, such as work discipline, organizational commitment, work environment, leadership style, compensation, organizational culture, and disciplinary guidance. Additionally, future research could use the same variables while developing different indicators or sub-variables to obtain more comprehensive results. Future research could also be conducted in furniture companies, focusing on other divisions such as production, operations, or administration, or in companies in other sectors, such as manufacturing, services, retail, or food and beverage (F&B), to identify differences it is anticipated that a more varied sample of respondents (classified by business unit, position, and tenure) will offer a more complete picture of the factors influencing employee performance when it comes to the impact of work motivation and job satisfaction on employee performance—as well as taking into account various company and industry characteristics.

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