



(MUDIMA)



The Effect of Job Satisfaction and Motivation on the Performance of Employees of the Pasasi Division of PT Sriwijaya Air Cengkareng District During the Pandemic in 2022

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ARTICLE INFO

Keywords: Job Satisfaction, Motivation, Employee Performance

Received : 5 January

Revised : 19 January

Accepted : 20 February

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ABSTRACT

The purpose of research is to determine the effect of job satisfaction (X1) and motivation (X2) on the performance (Y) of employees of the Pasasi Division of PT Sriwijaya Air, Cengkareng District in the Pandemic Period in 2022. The problems that exist in this research are that many employees of PT. Sriwijaya Air are laid off and laid off, the salaries that employees receive have decreased by 20%, Jobdesk employees have increased so that they are less motivated to work. The methods used in this study are quantitative methods and collection techniques. The data consists of observations, questionnaires via google form and literature study. In this study using a non-probability sampling technique with a total census/sampling method as many as 39 respondents. The data analysis technique used is data instrument test, descriptive analysis, classical assumption test, hypothesis testing, multiple linear regression analysis test, multiple correlation analysis and coefficient of determination analysis and processed using SPSS version 26 application. The correlation results show job satisfaction and motivation variables. has a very strong influence (0.919) on performance. The results showed that job satisfaction and motivation had a significant and positive effect on performance. The managerial implication in this study is "Promotion of positions by the company motivates employees to develop further". It is hoped that the company will continue to provide promotions that are in accordance with their performance during the pandemic

INTRODUCTION

In general, each company has its own goals. The company or organization must have human resources to achieve this goal. Human resources are inseparable from an organization. HR plays an important role in achieving the success and goals of a company or organization. Employees are very significant and valuable assets of the company that if not managed effectively will have a negative impact on the organization. As a result, the business must be able to treat its employees well.. Companies must be able to assess employee performance effectively and efficiently.

Performance is the output that employees produce for the company, the output that the company expects must be able to encourage the achievement of company goals. Employee performance is very important. Performance is a consequence of people making quality and quantity efforts to meet goals that have been mutually agreed upon by the company or organization. Therefore, continuous training is needed to explore the potential of employees, this is done to influence employees to be better able to carry out their duties properly and be able to be responsible with what is done and charged to them. If the performance of employees in the company improves, the easier it will be for the company to achieve its goals.

Many factors affect employee performance, namely job satisfaction and work motivation. Job satisfaction is an important factor for employees in company activities because job satisfaction can determine performance results for these employees. Employees who do not find job satisfaction in their work environment can affect their psychology and ultimately have a negative impact on the performance produced by the employee. And vice versa, if the employee is satisfied at work, then the employee can work to the maximum and be passionate. In addition, the motivation factor is also very important for employees because with motivation, it can encourage employees to have a higher enthusiasm for work, so that employees can be more productive at work and can maximize their potential. According to (Narulita & Charina, 2020) Because motivation has the ability to move or trigger someone's behavior, a company or organization must be able to maintain or maintain good motivation for its employees so that each employee is able to do their job well, or in other words with good

motivation. , employees are expected to perform well. it's also good.

PT Sriwijaya Air is an airline in Indonesia that is listed as the third largest airline in Indonesia. The company was founded by the Lie family with Johannes Bundjamin and Andy Halim on November 07, 2002. During the Covid-19 pandemic, PT Sriwijaya Air was among the companies affected by the virus. Based on the problems that occur within the company, there are several problems that arise, including during this pandemic, employee jobdesks have increased due to many employees being laid off and laid off where the jobdesk is not in accordance with the agreement in the employment contract, the salary received by employees has decreased by 20% from before the pandemic, it makes employees feel dissatisfied at work. In addition, with the increase in jobdesks given to employees, they feel less motivated to work during this pandemic.

In this study, the author will raise the theme of job satisfaction, motivation and employee performance experienced by employees of PT Sriwijaya Air Cengkareng District from April to June 2022. Therefore, the author will make a title on his thesis, namely:

"The Effect of Job Satisfaction and Motivation on the Performance of Employees of the Pasasi Division of PT Sriwijaya Air Cengkareng District During the Pandemic in 2022".

METHODS

This type of survey research is a type of research in which the researcher collects information from a sample by providing questionnaires or conducting interviews to explain different aspects of society. The authors use the law of association because the purpose of this study is to be able to find out the relationship between variables. "Quantitative research is a type of scientific/scientific research because it meets specific/empirical, objective, measurable, rational, and systematic scientific principles." (Sugiyono, 2017). Quantitative method in the form of numerical analysis using statistics.

These investigations are divided into experimental investigation methods and investigative methods. In other words, you get your data from a specific natural location that is not artificial. data collection. For example, the dissemination of questionnaires, testing, structured interviews, etc. The study of causal relationships is a

study that examines whether a variable that functions as a free variable affects another variable that becomes a bound variable (Nurhaedah et al., 2018).

In this study, data collection techniques were obtained using information collected from the staff of the Aplikasi Assessment Agency.

Surabaya technology, using data collection methods using:

- a. An observation is the author's direct observation of the topic at hand.
- b. A questionnaire is a series or list of questions that are systematically compiled and then distributed to respondents to be completed. (Azhari &

Supriyatin, 2020). In the study, questions were spread among employees, which made it easier to get information.

- c. Documentation is a way of collecting research supporting data from relevant literature and literature that provides information on employee motivation, job satisfaction, and performance.

RESULTS AND DISCUSSION

1. Test Classical Assumptions

- a. Normality Test

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		39
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.59312558
Most Extreme Differences	Absolute	.122
	Positive	.122
	Negative	-.070
Test Statistics		.122
Asymp. Sig. (2-tailed)		.149 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the results of the normality test with Kolmogorov-Smirnov in the table above, the probability value of p or Asymp is known. Sig. (2-tailed) of 0.149. Because the probability value of p, which is 0.149, is

greater than the significance level, which is 0.05. This means that the assumption of normality is met. Normality tests can also be seen using histograms and normal P-Plots.

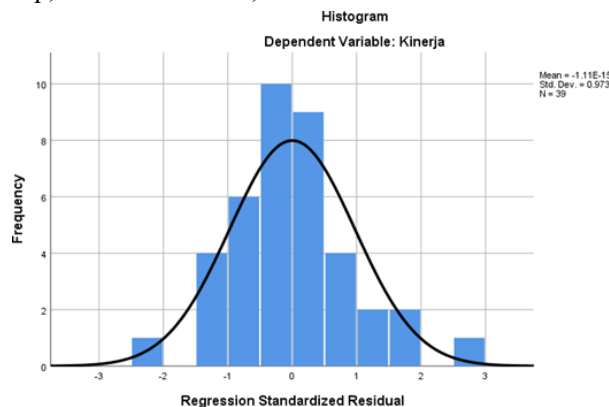


Figure 1. Histogram Chart

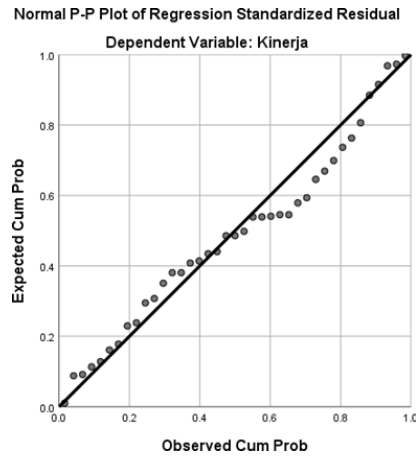


Figure 2. Normal P-Plot Chart

Based on the histogram graph above, it can be seen that the distribution of data is in the form of bells. Whereas in the normal p-plot chart it can be seen that the sample points follow a diagonal line from the bottom left to

the upper right. Based on this, it can be concluded that the data are normally distributed and the assumption of normality is met.

b. Multicholinerity Test

Table 2. Multicholinerity Test Results

Coefficients ^a							
Type	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIFs
1 (Constant)	.238	3.556		.067	.947		
Job Satisfaction	.683	.116	.704	5.909	.000	.305	3.283
Motivation	.357	.173	.246	2.067	.046	.305	3.283

a. Dependent Variable: Performance

In this study, the data used in this multicholinerity test were data from independent variables. Based on the table above, each VIF value is known as follows:

1) The VIF value for the Independent variable Job Satisfaction is $3.283 < 10$ with the Tolerance value is $0.305 > 0.10$ then the Independent Job Satisfaction variable

can be declared to have no symptoms of multicolinerity.

2) The VIF value for the Independent Motivation variable is $3.283 < 10$ with the Tolerance value being $0.305 > 0.10$ then the Motivation variable can be declared no symptoms of multicolinerity.

c. Heteroskedasticity Test

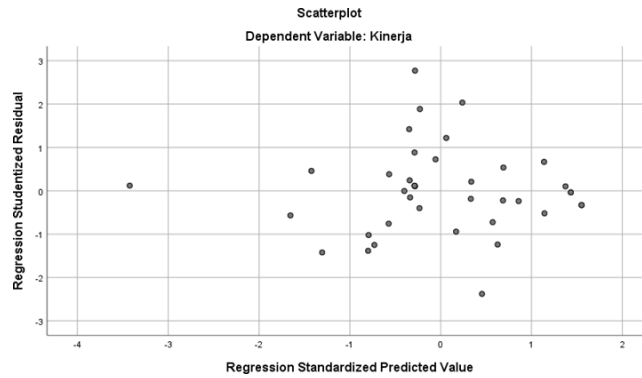


Figure 3. Scatterplot

It can be seen in the scatterplot chart display above, that the dots spread above and below the number 0 on the Y axis, and the data spreads randomly. It can be concluded that there is no heteroskedasticity problem in regression models, analysis using scatter plots has a significant drawback because the number of observations affects the plotting results. The smaller the number of equalization samples, the more difficult it is to interpret the scatter plot results. Therefore, a more accurate statistical test is needed to ensure the accuracy of the results obtained,

namely using the glesjer test. The glesjer test is carried out by regressing the absolute residual value (AbsRes) against independent variables, the following is the basis for making heteroskedasticity test decisions through the Glejser test.

- 1) If the value of Sig. > 0.05 then There are no symptoms of heteroskedasticity
- 2) If the value of Sig. < 0.05 Symptoms of heteroskedasticity occur

The following are the results of the Heteroskedasticity Test presented in the Table below.

Table 3. Heteroskedasticity Test Results

Type	t	Sig.
1 (Constant)	1.045	.303
Job Satisfaction	-.818	.419
Motivation	.460	.649

The probability value (Sig) of the Job Satisfaction variable is 0.419, and from the Motivation variable is 0.649. Since the probability value (Sig) of all variables is more than 0.05 or 5% significance, it can be

concluded that the assumption of homoskedasticity is met, which means that there are no symptoms of heteroskedasticity.

2. Hypothesis Testing

a. T Test (Partial Test)

Table 4. T Test Results

Type	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	t Sig.
1 (Constant)	.238	3.556		.067 .947
Job Satisfaction	.683	.116	.704	5.909 .000
Motivation	.357	.173	.246	2.067 .046

Based on the table above, the following information is obtained:

- 1) The Job Satisfaction variable has a significance value of 0.000, the value is less than 0.05. As for the calculated t, a value of 5,909 > t table (2,028) was obtained. Based on this, it can be said that the Job Satisfaction variable affects the Performance variable. So the first hypothesis.
H1 : The Job Satisfaction variable has a partial significant effect on the "accepted" Performance variable.

- 2) The Motivation variable has a significance value of 0.046, the value is less than 0.05. As for the calculated t, a value of 2,067 > t table (2,028) was obtained. Based on this, it can be said that the Motivation variable affects the Performance variable. So that the second hypothesis
H2 : Motivation variable partially significant effect on the "accepted" Performance variable

b. F Test (Simultaneous Test)

Table 5. Simultaneous Test Results

ANOVA ^a					
Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1388.066	2	694.033	97.780	,000 ^b
Residual	255.523	36	7.098		
Total	1643.590	38			

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

Based on the table above, information on significance values such as $0.000 < 0.05$ and calculated F values of $97,780 > F_{table} > 3,251$ are obtained, which means that independent variables in the form of job satisfaction and motivation affect dependent variables in the form of

performance. Thus, it can be concluded that there is a simultaneous significant influence of independent variables in the form of Job Satisfaction and Motivation on dependent variables in the form of Performance.

3. Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Results

Type	Coefficients ^a					Collinearity	
	Unstandardized	Standardized		t	Sig.	Statistics	
	Coefficients	Coefficients	Beta			Tolerance	VIFs
B	Std. Error						
1 (Constant)	.238	3.556		.067	.947		
Job Satisfaction	.683	.116	.704	5.909	.000	.305	3.283
Motivation	.357	.173	.246	2.067	.046	.305	3.283

a. Dependent Variable: Performance

4. Multiple Correlation Analysis (R)

Table 7. Multiple Correlation Results

Model Summary ^b					
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	.919 ^a	.845	.836	2.664	1.893

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

5. Coefficient of Determination

Table 8. Coefficient of Determination Results

Model Summary ^b					
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	.919 ^a	.845	.836	2.664	1.893

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

Based on the results of the coefficient of determination test above, the R² (Adjusted R Square) value of the regression model is used to determine how much the ability of a free (independent) variable to describe a bound (dependent) variable. Based on the table above, it is known that the R² value is 0.836, this means that 83.6% of the variation of the performance dependent variable can be explained by the variation of the two independent variables, namely Job Satisfaction and Motivation. While the rest (100% - 83.6% = 16.4%) is influenced by other variables outside this study.

1. Effect of Job Satisfaction (X1) on Employee Performance (Y)

Based on the results of hypothesis testing that has been carried out using the t test (partial test) results are obtained that Job Satisfaction has a significant influence on employee performance, this is known from the t value of the Job Satisfaction variable count of 5,909 which is greater than the t table value (2,028) and the significance that shows a value of 0.000 which is smaller than $\alpha = 0.05$. Based on this, it can be said that the first hypothesis in the research is proven to be true and acceptable. Based on the results of multiple linear regression testing, there is a partial

and significant influence between job satisfaction variables on employee performance during the pandemic, this is known from the regression coefficient on the Job Satisfaction variable (X1) of 0.683 and positive. This positive influence direction shows that there is a unidirectional relationship between Job satisfaction and Employee Performance.

The results of this study are in line with previous research conducted by (Larenza & Nirawati, 2019) regarding the effect of Job Satisfaction that affects Employee Performance. Job Satisfaction has a positive influence on Employee Performance to advance a company, so it is very important for the company to provide job satisfaction for employees whether it is office facilities and so on so that their performance increases.

2. The Effect of Motivation (X2) on Employee Performance (Y)

Based on the results of hypothesis testing that has been carried out using the t test (partial test) obtained the result that Motivation has a significant influence on employee performance, this is known from the value t of the Motivation variable count of 2.067 which is greater than the value of the t table (2.028) and the significance that shows the value of 0.046 which is smaller than $\alpha = 0.05$. Based on this, it can be said that the first hypothesis in the research is proven to be true and acceptable. Based on the results of multiple linear regression testing, there is a partial and significant influence between the Motivation variable on employee performance during the pandemic, this is known from the regression coefficient on the Motivation variable (X2) of 0.357 and positive. This positive influence direction shows that there is a unidirectional relationship between Motivation and Employee Performance.

In addition to job satisfaction and employee performance, it can also be influenced by another variable, namely motivation. To improve employee performance, motivation is needed. Because employees such as this pasasi service are

unlikely to do their work online, but they will directly interact with customers who during this pandemic are very vulnerable to disease if we interact with people we don't know where employees must have families who can be infected at any time.

The results of this study are in accordance with previous research (Putu et al., 2020) where motivation affects the performance of employees themselves, including to increase the confidence of employees so that they can better appear in their work organization with this confidence can increase the effectiveness of the work they run.

4.3.3. Influence of Job Satisfaction (X1) and Motivation (X2) on Employee Performance (Y)

Based on the results of hypothesis testing that has been carried out using the f test (simultaneous test) it can be seen that job satisfaction (X1) and motivation (X2) have a simultaneous significant influence on employee performance (Y). This can be seen from the calculated F value in the F test of 97.780 where the value is greater than the F value of table 3.251 and the significance is 0.000 which is less than $\alpha = 0.05$. Based on this, the higher job satisfaction and motivation towards employees, the more the performance of employees at work will also increase, thus making better results for the company.

In the multiple correlation analysis test, an R value of 0.919 was obtained, which means that there is a very strong relationship between job satisfaction and work motivation to employee performance, while in the analysis of the coefficient of determination, it can be concluded that the variables of job satisfaction and motivation affect the performance of employees of the pasasi division during the pandemic by 83.6% and while the remaining 16.4% is influenced by other factors.

The results of this study are in line with the research (Andayani, 2020) which states that job satisfaction and work motivation have a positive effect on employee performance. If employees in a company feel satisfied at work and feel

motivated at work, it will also be better the performance that employees produce.

CONCLUSION

Based on the previous chapter which discussed the results of the test analysis regarding the results of the test analysis regarding the effect of work satisfaction and motivation on the performance of employees of the pasasi division of PT Sriwijaya Air during the pandemic in 2022, the following conclusions can be made:

There is a positive and significant influence between job satisfaction variables on the performance of employees of the pasasi division of PT Sriwijaya Air Cengkareng district during the pandemic in 2022. So it can be concluded that H_a was accepted and H_0 was rejected. Based on the recapitulation of the questionnaire, the highest weight is in the statement "I receive my salary every month on time during the pandemic". And based on the recapitulation of the questionnaire the lowest weight is in the statement "The promotion of positions that the company carries out motivates employees to further develop"

There is a positive and significant influence between motivational variables on the performance of employees of the pasasi division of PT Sriwijaya Air Cengkareng district during the pandemic in 2022. So it can be concluded that H_a was accepted and H_0 was rejected. Based on the recapitulation of the questionnaire, the highest weight is in the statement "I am responsible for the position I have lived in the pandemic". And based on the recapitulation of the questionnaire the lowest weight is in the statement "I was awarded by the company for my work achievements during the pandemic".

There is a positive and significant influence between the variables of job satisfaction and motivation on the performance of employees of the pasasi division of PT Sriwijaya Air Cengkareng district during the pandemic in 2022. So it can be concluded that H_a was accepted and H_0 was rejected. Based on the recapitulation of the questionnaire, the highest weight is in the statement "I always come to the office on time during the pandemic" and in the statement "In doing my job I do not wait for orders

from superiors during the pandemic". And based on the recapitulation of the questionnaire, the lowest weight is in the statement "I am trying hard to do my job in order to get maximum results during the pandemic".

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