



The Effect of Intrinsic Motivation and Job Satisfaction on PT X Employee Performance

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Abstract

Employee performance is a key factor in determining organizational success, particularly in the era of globalization and increasing business competition. Intrinsic motivation and job satisfaction are considered important internal factors that can influence employee performance. The purpose of this study is to examine how intrinsic motivation and job satisfaction partially (*t*-test) or simultaneously (*F*-test) affect the performance of PT X employees as the subjects and population of this study. In this study, the sampling technique used is saturated sampling, which includes 100 employees. The method of data collection is a questionnaire, while the analysis technique employed is multiple linear regression analysis. The results of this study show that intrinsic motivation has a significant positive influence on employee performance, as indicated by the *t*-value being greater than the *t*-table value ($11.035 > 1.804$), while job satisfaction also has a positive and significant influence, as indicated by the *t*-value being greater than the *t*-table value ($10.042 > 1.804$). Simultaneously, the influence of intrinsic motivation and job satisfaction on employee performance is demonstrated by the *F*-value being greater than the *F*-table value ($138.459 > 3.09$). All results, both partial and simultaneous, have significance values of less than 0.05. In conclusion, intrinsic motivation and job satisfaction are important determinants of employee performance at PT X, both individually and collectively. Improving these factors can enhance employee productivity and organizational effectiveness.

INTRODUCTION

The success of a company in the era of globalization and increasingly fierce business competition depends heavily on the performance of its employees (Agustian et al., 2023; Dunmade et al., 2023; Rožman et al., 2023; Suprunenko et al., 2024). Government and private organizations compete to achieve their goals. According to Shafiq & Hamzah in (Steven & Prasetyo, 2021), human resources are the main asset in a company. Human resources who contribute effectively support the creation of a company's success.

According to (Jaya & Munzir, 2022), the productivity level of a company is influenced by the performance of its employees. Therefore, companies need to ensure that every employee is able to provide the best performance in every aspect of their work. In an organization, including a company, humans play an important role both individually and as social beings.

High employee performance not only impacts the productivity of each individual but also affects the success of the organization as a whole (Abdelwahed & Doghan, 2023; Almulaiki, 2023; Andreas, 2022; Iskanto, 2023; Lestari et al., 2024; Oladimeji et al., 2023; Turyadi et al., 2023). According to Khair & Hakim in (Suwandana & Made, 2025), intrinsic motivation is one of the important factors, namely the inner drive to work with full responsibility, pride, and personal satisfaction. (Potu et al., 2021) stated that this motivation is a driver of achievement that comes from the individual.

Job satisfaction is also an important factor that determines employee performance. Job satisfaction reflects how much an employee feels happy, comfortable, and satisfied with their job, work environment, and relationships with colleagues and superiors. According to Robbins and Judge in (Steven & Prasetyo, 2021), job satisfaction is the level of psychological involvement of employees in their work, where the performance achieved is considered important for self-esteem and the achievement of the company's targets.

According to Hasibuan (2017) in (Rahmadhani et al., 2022), employee job satisfaction is related to the implementation of tasks, relationships with superiors and colleagues, and working conditions. Attitudes toward work reflect satisfaction levels, while low motivation can lower morale, increase stress, and reduce effectiveness.

Based on previous studies that examined the influence of intrinsic motivation, physical conditions of the work environment, and job satisfaction on the performance of employees at the DIY Youth and Sports Education Office, it was found that intrinsic motivation is strongly and positively related to employee performance (Fauzi Dewantoro & Soni Ignatius, Kurniawan, Syafwan Ahyar Mohamad, 2025).

According to research data (Amiruddin et al., 2023) entitled "The Influence of Organizational Culture and Job Satisfaction on Employee Performance at the National Agricultural Agency in Makassar City," it is explained that there is a significant relationship and influence of job satisfaction on employee performance.

Intrinsic motivation that is balanced with job satisfaction creates a conducive work environment and improves employee performance, especially in manufacturing organizations that are able to build a comfortable working atmosphere (Aktaviani Putri & Iryanti, 2024).

There is a research gap compared to previous studies that have been conducted. According to research (Fauzi Dewantoro & Soni Ignatius, Kurniawan, Syafwan Ahyar Mohamad, 2025) at PT Bank Rakyat Indonesia KC Kendal, intrinsic motivation has a positive and significant effect on employee performance. Meanwhile, according to (Purnomo & Herawati, 2021), employees of the Bantul Regency Population and Civil Registration Office stated that intrinsic motivation has no significant influence on performance.

According to (Gunawan, 2019), job satisfaction plays an important role as a mediating variable, where transformational leadership and job satisfaction both have a significant effect on employee performance. Meanwhile, according to (Fauzi Dewantoro et al., 2025), the Yogyakarta Youth and Sports Education Office found the opposite result, namely that job satisfaction had no significant influence on performance. These inconsistencies present an opportunity for further research to clarify the relationship between intrinsic motivation, job satisfaction, and employee performance.

Table 1. Employee Performance Percentage Recapitulation Table

<i>Year</i>	<i>Collective Data</i>
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2021	Average overall employee rating: 80.11% Highest value: 90% Lowest value: 68.75%
2022	Average overall employee rating: 81.34% Highest value: 92% Lowest value: 67.16%
2023	Average overall employee score: 81.88% Highest value: 94% Lowest value: 77.45%
2024	Average overall employee rating: 82.23% Highest value: 94% Lowest value: 79.11%

Based on the table, employee performance has increased from year to year; however, the rate of increase remains relatively low. The average performance falls within the range of 81%–82%, indicating that employee performance is relatively good but not yet optimal. In addition, the disparity between the lowest and highest performance scores suggests that performance achievement has not been evenly distributed. This condition indicates the presence of internal factors that may affect performance; therefore, further studies related to intrinsic motivation and employee job satisfaction are necessary.

The success of a company in the era of globalization is largely determined by employee performance as the primary asset driving productivity and competitiveness. In the Indonesian manufacturing sector, including PT X, intrinsic motivation and job satisfaction are critical factors influencing production efficiency and quality. Although companies continue to improve the quality of their local workforce, research findings regarding the influence of these two factors on performance remain inconsistent. Some studies have shown a positive effect, while others have reported insignificant results, including differences in the role of job satisfaction as a mediating variable. This condition underscores the need for further research to clarify the relationships among these variables within the context of cultural and organizational dynamics in Indonesia.

These inconsistencies indicate a research gap, particularly in understanding how intrinsic motivation and job satisfaction influence employee performance across different organizational contexts, especially in manufacturing companies such as PT X. Furthermore, most previous studies have focused on public sector institutions or service industries, while limited research has explored these relationships in private industrial settings with specific organizational cultures and performance dynamics. Based on this gap, the novelty of this study lies in its focus on simultaneously examining intrinsic motivation and job satisfaction as determinants of employee performance within the context of PT X, a manufacturing company, while also providing empirical evidence to clarify inconsistent findings from prior studies. This study also emphasizes both the combined (simultaneous) and partial effects of these variables using a quantitative approach, thereby strengthening its contribution to the existing literature.

Therefore, the objective of this study is to analyze the effect of intrinsic motivation and job satisfaction on employee performance at PT X, both partially and simultaneously. This study is expected to provide both theoretical and practical contributions. Theoretically, it contributes to the development of human resource management literature by offering empirical

evidence on the relationship among intrinsic motivation, job satisfaction, and employee performance in the context of Indonesian companies. Practically, the findings can serve as a reference for company management in formulating effective strategies to improve employee performance by enhancing intrinsic motivation and job satisfaction. In addition, this research may serve as a foundation for future studies that aim to explore other variables influencing employee performance across different organizational contexts.

METHOD

This study used a quantitative approach with an associative method to examine the relationship between intrinsic motivation, job satisfaction, and employee performance. The quantitative approach was selected to test the influence among variables using numerical data and statistical analysis, while the associative method was applied to identify the relationships between the variables.

The population of this study consisted of all employees working at PT X, totaling 132 individuals based on 2025 data. The sample was determined using the Slovin formula, resulting in 99.24, which was rounded to 100 respondents.

Data were collected using a Likert scale ranging from 1 to 5, where 1 indicated “strongly disagree” and 5 indicated “strongly agree.” This study examined two independent variables, intrinsic motivation and job satisfaction, and one dependent variable, employee performance. Each variable was measured using three indicators derived from relevant theories and previous research. The selected indicators were adjusted to reflect the conditions of PT X, including its operational aspects, organizational characteristics, and work culture.

Data analysis was conducted using SPSS through several stages. Instrument testing included validity and reliability tests, followed by classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity. Multiple linear regression analysis was then employed to examine the effect of intrinsic motivation (X1) and job satisfaction (X2) on employee performance (Y). Hypothesis testing was carried out using the t-test (partial) and F-test (simultaneous) at a significance level of 0.05, while the coefficient of determination (R^2) was used to assess the explanatory power of the model.

RESULTS AND DISCUSSION

Test of Validity and Reliability of Research Instruments

Validity testing was performed using the Pearson Product Moment correlation between the item score and the variable total score. The test criterion is that if $r_{\text{count}} > r_{\text{table}}$ (0.196) then the item is declared valid.

Table 1. Variable Validity Test Table X1 (Intrinsic Motivation)

No	Item	r Count	r Table	Remarks
1	X1.1	0.778	0,196	Valid
2	X1.2	0.763	0,196	Valid
3	X1.3	0.797	0,196	Valid

4	X1.4	0.662	0,196	Valid
5	X1.5	0.714	0,196	Valid
6	X1.6	0.683	0,196	Valid
7	X1.7	0.730	0,196	Valid
8	X1.8	0.763	0,196	Valid
9	X1.9	0.776	0,196	Valid
10	X1.10	0.654	0,196	Valid
11	X1.11	0.783	0,196	Valid
12	X1.12	0.716	0,196	Valid
13	X1.13	0.739	0,196	Valid

Source: Primary data processed by the author using SPSS (2026)

Table 2. Variable Validity Test Table X2 (Job Satisfaction)

No	Item	r Count	r Table	Remarks
1	X2.1	0.802	0,196	Valid
2	X2.2	0.720	0,196	Valid
3	X2.3	0.696	0,196	Valid
4	X2.4	0.796	0,196	Valid
5	X2.5	0.782	0,196	Valid
6	X2.6	0.760	0,196	Valid
7	X2.7	0.684	0,196	Valid
8	X2.8	0.819	0,196	Valid
9	X2.9	0.794	0,196	Valid
10	X2.10	0.777	0,196	Valid
11	X2.11	0.694	0,196	Valid
12	X2.12	0.826	0,196	Valid
13	X2.13	0.740	0,196	Valid

Source: Primary data processed by the author using SPSS (2026)

Table 3. Variable Validity Test Table Y (Performance)

No	Item	r Count	r Table	Remarks
1	Y1	0.798	0,196	Valid
2	Y2	0.760	0,196	Valid
3	Y3	0.820	0,196	Valid
4	Y4	0.779	0,196	Valid
5	Y5	0.791	0,196	Valid
6	Y6	0.794	0,196	Valid
7	Y7	0.819	0,196	Valid
8	Y8	0.833	0,196	Valid
9	Y9	0.808	0,196	Valid
10	Y10	0.785	0,196	Valid
11	Y11	0.789	0,196	Valid

Source: Primary data processed by the author using SPSS (2026).

Reliability Test (Cronbach's Alpha)

The reliability test was carried out using Cronbach's Alpha coefficient. A variable is said to be reliable if Cronbach's Alpha value > 0.60 .

Table 4. Reliability (Cronbach's Alpha)

Variable	Number of Items	Cronbach's Alpha	Remarks
Intrinsic Motivation (X1)	13	0.929	Reliable
Job Satisfaction (X2)	13	0.939	Reliable
Performance (Y)	11	0.943	Reliable

Source: Primary data processed by the author using SPSS (2026)

Classic Assumption Test

1. Normality Test

The Normality Test is used to determine whether the data that has been collected is normally distributed or not. In this study, the normality test uses the normal test of P – P Plot of Regression Standardized Residue, if the data is spread around the normal line and follows the direction of the diagonal line of the graph, this shows that the data line is normally distributed so that the regression equation model meets the assumption of normality. Then, the statistical test used for the normality test in this study was a sample of Kolmogorov Smirnov with the SPSS program.

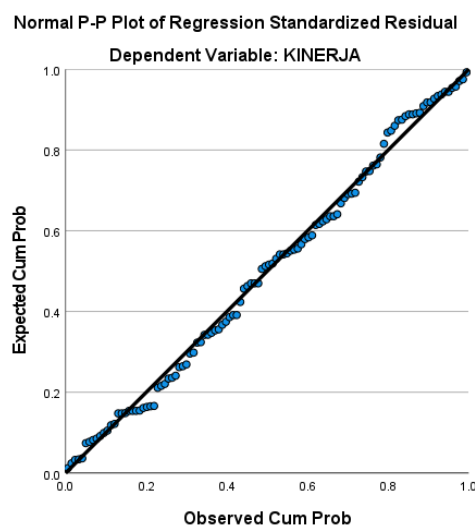


Figure 1. Normality Test (P-P Plot)

Source: Primary data processed by the author using SPSS (2026)

Based on the image, it can be seen that the dots spread around the diagonal line and follow the diagonal direction. This states that the data in this study is normal.

Table 5. Multicollinearity Test
One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	112

Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.06286628
Most Extreme Differences	Absolute	.059
	Positive	.059
	Negative	-.055
Test Statistic		.059
Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.	.439
	99% Confidence Interval (Lower Bound)	.426
	99% Confidence Interval (Upper Bound)	.451

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Primary data processed by the author using SPSS (2026)

Based on the results of the table, it is known that the value of Asymp. Sig. (2-tailed)^c is 0.200 > 0.05. So, the data tested is distributed normally.

2. Multicollinearity Test

The Multicollinearity test is used to test whether multicollinearity occurs between independent variables. Variance Inflation Factor (VIF), assuming Tolerance > 0.10 or VIF < 10.0, can be said to be non-multicollinearity in the Table below:

Table 6. Heteroscedasticity Test (Glejser Test)

		Coefficients ^a			t	Sig.	Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	15.721	1.804	-	8.715	<0.001	-	-
	Intrinsic Motivation	0.289	0.026	0.573	11.035	<0.001	0.961	1.040
	Job Satisfaction	0.258	0.026	0.521	10.042	<0.001	0.961	1.040

Dependent Variable: **Performance**

Source: Primary data processed, 2025

Based on the table above, it shows that the tolerance value of the Dompert Pay variable is above 0.10 each and the value of the Variance Inflation Factor (VIF) of each variable is below 10, so it can be concluded that the variables in this study do not occur multicollinearity.

3. Heterogeneity Test

The heteroscedasticity test aims to test whether in the regression model there is variance disparity from the residual of one observation to another. The heteroscedasticity criterion is that if the significance is >0.05, it is said to be heteroscedasticity-free, but if the significance is <0.05, heteroscedasticity occurs.

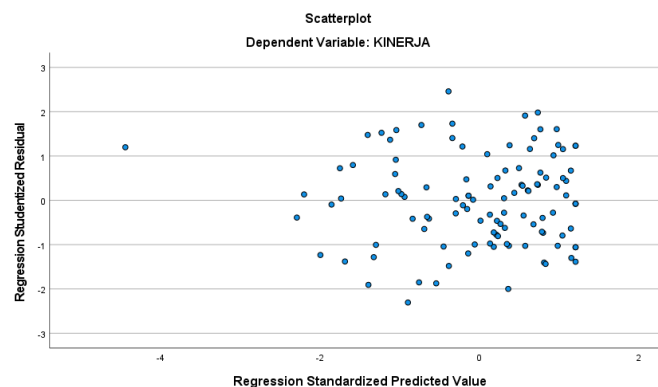
Table 7. Multiple Linear Regression

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	3.022	1.039	-	2.909	0.004
	Intrinsic Motivation	0.000061	0.015	0.000	0.004	0.997
	Job Satisfaction	-0.010	0.015	-0.065	-0.667	0.506

a. Dependent Variable: ABS_RES

Based on the table above, all variables are declared to be heteroscedasticity because the significance value of all variables is more than 0.05. This study used the Glejser Test to test for symptoms of heteroscedasticity, if the significance value is more than 0.05, it means that heteroscedasticity does not occur.

The Heteroscedasticity test aims to test whether in regression there is an inconsistency of variance from the residual of one observation and another observation. A good regression model is one that does not have heteroscedasticity or is better called homoskedasticity. The Heteroscedasticity test is seen by whether a certain pattern is formed on the Scatterplot graph.

**Figure 2.** Scatterplot (Heteroscedasticity Test)

Source: Primary data processed by the author using SPSS (2026)

Based on the scatterplot graph, it shows that the dots do not form a certain pattern and the dots are spread widely above and below the number 0 on the Y axis so that it can be concluded that heteroscedasticity does not occur.

1. Multiple linear regression analysis

Regression analysis is used to analyze the influence between independent variables on dependent variables.

Tabel 8. ANOVA (F-Test)

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		

		B	Std. Error	Beta		
1	(Constant)	15.721	1.804	-	8.715	<.001
	Intrinsic Motivation	.289	.026	.573	11.035	<.001
	Job Satisfaction	.258	.022	.521	10.024	<.001

b. Dependent Variable: **Performance**

Source: Primary data processed by the author using SPSS (2026)

1. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the influence of Intrinsic Motivation (X1) and Job Satisfaction (X2) on Performance (Y).

Based on the Coefficients table, the multiple linear regression equation is obtained as follows:

$$Y = 15.721 + 0.289X1 + 0.258X2$$

Interpretation

The constant of 15.721 indicates that if Intrinsic Motivation and Job Satisfaction are zero, then Performance remains 15.721.

An Intrinsic Motivation Coefficient of 0.289 means that every increase of one unit of Intrinsic Motivation will increase Performance by 0.289.

A Job Satisfaction Coefficient of 0.258 means that every one unit increase in Job Satisfaction will increase Performance by 0.258.

All regression coefficients are positive, which indicates that independent variables have a codirectional influence on performance.

Hypothesis testing

1. T test

The t-test is used to find out whether each independent variable has a significant influence on the dependent variable. The hypothesis criteria are accepted if the significance is < 0.05 and if the significance is > 0.05, then the hypothesis is rejected.

Table 9. T test result

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.721	1.804	-	8.715	<.001
	Intrinsic Motivation	.289	.026	.573	11.035	<.001
	Job Satisfaction	.258	.022	.521	10.024	<.001

c. Dependent Variable: **Performance**

Source: Primary data processed by the author using SPSS (2026)

a. Intrinsic Motivation (X1)

Calculated t-value = 11.035

Sig. value = 0.000 less than 0.05

This means that Intrinsic Motivation has a positive and significant effect on Performance, so H1 is accepted.

b. Job Satisfaction (X2)

Calculated t-value = 10.042

Sig. value = 0.000 less than 0.05

This means that Job Satisfaction has a positive and significant effect on Performance, so H2 is accepted.

F test

The F test is used to see how the independent variables together affect the bound variables. The criterion of the F test is that if F count > F table, then the free variable influences the bound variable, and if F count < F table, then the free variable has no effect on the bound variable.

Table 10. F-Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2645.469	2	1322.735	138.459	<0.001 ^b
	Residual	1041.308	109	9.553	-	-
	Total	3686.777	111	-	-	-

a. Dependent Variable: **Performance**

b. Predictors: **(Constant), Job Satisfaction, Intrinsic Motivation**

Source: Primary data processed by the author using SPSS (2026)

Based on the ANOVA table, it is obtained:

F count = 138,459

Sig. = 0.000 less than 0.05

This shows that Intrinsic Motivation and Job Satisfaction simultaneously have a significant effect on Performance, so H3 is accepted.

3. Cohesion Determination

The determination coefficient to see how much the percentage of the independent variable influences the dependent variables.

Table 11. Tabel Model Summary (R Square)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847 ^b	.718	.712	3.09084

a. Predictors: (Constant), **JOB SATISFACTION, MOTIVATION**

b. Dependent Variable: **PERFORMANCE**

Source: Primary data processed by the author using SPSS (2026)

The determination coefficient is used to find out how much the ability of independent variables to explain dependent variables by paying attention to the number of variables in the model.

Based on the Model Summary table, the Adjusted R Square value was obtained at 0.712.

This means that 71.2 percent of the variation in Performance can be explained by Intrinsic Motivation and Job Satisfaction, while the remaining 28.8 percent is influenced by other variables that are not included in this research model.

The Adjusted R Square value of 0.712 indicates that the regression model has a strong level of explanatory ability and is suitable for use in the study.

The Effect of Intrinsic Motivation (X1) on the Performance of PT X Employees (Y)

Based on the results of the study with the help of the calculation of the Statistical Package for The Social Sciences (SPSS) program, a tcount value of 11,035 was obtained while the ttable with a degree of freedom ($df = 100 - 2 = 98$) at a significance level of 0.05 (double-sided test) was 1.660. Thus $11,035 > 1,660$ can be concluded that the $t > t_{table}$, which means intrinsic motivation has a positive and significant effect on the performance of PT X's employees. This means that an increase in intrinsic motivation in employees will be followed by improved performance, employees who have confidence in their competence are usually more confident in carrying out their duties, able to overcome various job challenges, and display maximum work results.

The results of this study are in line with research (Mahardhika & Sumartik, 2025) proving that intrinsic motivational style variables have a positive and significant influence on employee performance. In addition, these findings also support the results of research (Dewantoro et al., 2025) which affirms that there is a positive and strong relationship between performance and intrinsic motivation factors, companies can improve employee performance by using strategies to increase intrinsic motivation is an important factor in improving performance.

The Effect of Job Satisfaction (X2) on Employee Performance (Y) of PT X

Based on the results of the study with the help of the calculation of the Statistical Package for The Social Sciences (SPSS) program, a tcount value of 10,042 was obtained while the ttable with the degree of freedom ($df = 100 - 2 = 98$) at a significance level of 0.05 (double-sided test) was 1.660. Thus $10,042 > 1,660$, it can be concluded that $t_{count} > t_{table}$ means job satisfaction has a positive and significant effect on the performance of PT X employees.

This means that job satisfaction that is created positively plays a role in increasing employee productivity and quality of work and encouraging work morale, thus ultimately contributing to improving overall employee performance. The results of this study are in line with the study (Suwandana & Made, 2025) which shows a path coefficient of 0.577 (positive) and has a P-Values value of $0.000 < 0.05$, so that job satisfaction can be stated to have a positive and significant effect on employee performance. In addition, research according to (Journal & Economics, 2025) Employee performance is significantly influenced by job satisfaction.

The Influence of Intrinsic Motivation (X1) and Job Satisfaction (X2) on Employee Performance (Y) of PT X

Based on the results of the study through the F Test or Simultaneous Test (ANOVA), it is used to analyze the influence of all independent variables together on the dependent variables. Data analysis was carried out by calculating the Statistical Package for The Social Sciences (SPSS) program, obtained Fcount which was 138,459 while the significance level was 0.05 with the degree of freedom ($dk1$) numerator = the number of variables - 1 or $3 - 1 = 2$ and the degree of freedom ($dk2$) of the denominator = the number of cases - the number of variables = $100 - 3 = 97$. With this provision, the Ftable number of 3.09 is obtained. Thus $138.459 > 3.09$ it can be concluded that $F_{count} > F_{table}$, which means intrinsic motivation and job satisfaction has a significant influence on the performance of PT X employees. This means

that the higher the intrinsic motivation that employees have and the higher the level of job satisfaction felt, the employee performance tends to experience a significant increase.

This is supported by the results of a study conducted (Jurnal et al., 2024) showing results that job satisfaction and work motivation have a positive effect on employee performance. The variable that most affects employee performance is the job satisfaction variable.

CONCLUSION

Based on the results of the data analysis and discussion, intrinsic motivation and job satisfaction were found to have positive and significant effects on employee performance at PT X, both partially and simultaneously. This indicates that higher levels of intrinsic motivation and job satisfaction contribute to improved employee productivity and work quality, emphasizing the importance of internal factors in shaping performance outcomes. These findings suggest that employee performance is not solely driven by external conditions but is also strongly influenced by employees' internal motivation and their satisfaction with their work. For future research, it is recommended to examine additional variables, such as leadership style, organizational culture, or work environment, and to explore different industrial sectors or larger samples to enhance the generalizability and depth of understanding regarding factors affecting employee performance.

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