

ANALYSIS OF THE EFFECT OF SATISFACTION ON EMPLOYEE PERFORMANCE MEDIATED BY EMPLOYEE WORK MOTIVATION AT JATAYU BAKERY KRIAN SIDOARJO

Moch Nur Halim¹

State Islamic University of Maulana Malik Ibrahim Malang, Malang, Indonesia
210501110084@student.uin-malang.ac.id

Syahirul Alim²

State Islamic University of Maulana Malik Ibrahim Malang, Malang, Indonesia
syahirul_alim@pbs.uin-malang.ac.id



Abstract

This study aims to analyze the effect of job satisfaction on employee performance mediated by work motivation at Jatayu Bakery Krian Sidoarjo. Job satisfaction is one of the key factors that determine the level of motivation and employee performance within an organization. In the context of the food and beverage industry, which is characterized by fast-paced work and high accuracy demands such as at Jatayu Bakery, the level of employee satisfaction becomes a major determinant of productivity and work quality. The population in this study consists of all employees of Jatayu Bakery Krian Sidoarjo, totaling 60 people. The sampling technique used is saturated sampling (census) since the population size is relatively small and all members were included as respondents. The results of the study show that job satisfaction has a positive and significant effect on work motivation, meaning that the higher the employee's satisfaction, the greater their motivation to work. In addition, work motivation is proven to have a positive and significant effect on employee performance, indicating that motivation is an important factor in improving productivity. Furthermore, job satisfaction also has a positive and significant effect on employee performance, both directly and indirectly through the mediation of work motivation. These findings indicate that work motivation acts as a partial mediating variable in the relationship between job satisfaction and employee performance at Jatayu Bakery Krian Sidoarjo. Therefore, the management of Jatayu Bakery is expected to continuously enhance job satisfaction through the provision of incentives, a comfortable working environment, and opportunities for self-development so that both motivation and employee performance can continue to improve sustainably.

Keywords: Job Satisfaction, Work Motivation, Employee Performance, Mediation, Quantitative Method.

INTRODUCTION

Job satisfaction is one of the many essential aspects of an organizational environment that plays a significant role in the company's productivity and sustainability. Job satisfaction is not only related to individual comfort in carrying out tasks but also influences loyalty, effectiveness, and the achievement of organizational goals (Aprillianti & Nusa Putra, 2022). In the food and beverage industry, particularly the souvenir sector, job satisfaction is a crucial factor because employees play a crucial role in maintaining product quality and providing the best service to customers.

Jatayu Bakery Souvenir Shop, as a culinary business, faces the challenge of retaining a productive and loyal workforce. In daily operations, competency, the work environment, leadership, and the company's remuneration system all influence employee job satisfaction (Atrizka et al., 2021). Employees with high competency tend to have greater self-confidence and motivation, positively impacting job satisfaction. Conversely, if competency does not align with job requirements, employees can feel burdened and less motivated to deliver optimal performance.

This study was conducted to analyze the contribution of employee job satisfaction at the Jatayu Bakery Souvenir Shop. Job satisfaction is considered important because it can influence employee productivity, loyalty, and overall performance. Factors such as compensation, work environment, interpersonal relationships, and career development opportunities are variables that need to be examined to understand the extent to which employees are satisfied with their jobs.

This study used a quantitative approach with a survey method to collect data from Jatayu Bakery employees to identify the key factors influencing their job satisfaction. The results are expected to provide input for management in improving employee well-being and work motivation, thereby supporting productivity and sustainable business development. In addition to being based on the concept of job satisfaction, this study also draws on motivational theories that are closely related to employee job satisfaction.

One theory used is Abraham Maslow's Hierarchy of Needs Theory (1943), which explains that humans have five levels of needs: physiological, safety, social, esteem, and self-actualization. In an organizational context, these needs can be met through adequate compensation, job security, harmonious social relationships, performance recognition, and opportunities for development. Furthermore, this study utilizes Adams's Equity Theory (1965), which emphasizes that job satisfaction is influenced by employees' perceptions of fairness within the organization, particularly regarding compensation and treatment from superiors. When employees perceive they are treated fairly compared to their colleagues, their job satisfaction tends to increase. Therefore, this study integrates the theories of job satisfaction, motivation, justice, and organizational management to analyze the effect of job satisfaction on employee performance at Jatayu Bakery (Dami et al., 2022), with the hope of producing managerial recommendations that can improve employee welfare and work motivation as a whole.

Extensive research on employee performance has been conducted, examining various factors such as the work environment, leadership, organizational culture, and compensation. However, there is a significant gap in research, particularly in the context of MSMEs, particularly the local bakery industry like Jatayu Bakery in Krian, Sidoarjo. Most previous

studies have focused on large companies, despite MSMEs possessing distinct and unique human resource characteristics and managerial patterns.

Furthermore, a conceptual gap remains regarding the role of work motivation as a mediating variable between organizational factors such as leadership, work environment, and job satisfaction and employee performance. Many studies only analyze direct relationships without considering the role of employee psychology, such as motivation, which can strengthen this relationship. This study attempts to fill this gap by positioning work motivation as a mediating variable that bridges the influence of job satisfaction on employee performance.

In addition to the theoretical gap, there is also a contextual gap, as little research has been conducted on Jatayu Bakery in Krian, Sidoarjo. This company represents a burgeoning local entrepreneurial spirit and could serve as a model for similar business sectors. Therefore, it is hoped that this study can provide academic contributions as well as practical benefits in the implementation of HR management strategies in the MSME sector.

The scientific novelty of this study lies in several important aspects, including the research context, the relationships between variables, and the role of work motivation as a mediating variable. First, contextual novelty is evident in the choice of research location, namely Jatayu Bakery in Krian, Sidoarjo. Unlike most previous studies, which primarily focus on large-scale companies, this study focuses on micro, small, and medium enterprises (MSMEs) in the food and souvenir sector. This approach contributes to academic research by presenting empirical data from the small business sector, a relatively rare area of human resource management research, particularly regarding job satisfaction and employee performance.

Second, the novelty of this study is also evident in the variable relationship model used. This study not only examines the direct relationship between job satisfaction and employee performance but also incorporates work motivation as an intermediary variable. This model provides a more comprehensive perspective because it explains the internal processes occurring within employees, demonstrating how job satisfaction can influence performance through increased work motivation. Thus, the relationship between the variables is not understood simply, but rather through deeper psychological mechanisms. Third, work motivation in this study is not merely positioned as a complementary variable, but rather as a crucial element explaining the mechanism of the relationship between job satisfaction and employee performance. Placing work motivation as a mediator demonstrates the author's effort to build a more comprehensive theoretical framework relevant to organizational conditions, particularly in the context of MSMEs like Jatayu Bakery. Furthermore, this study also presents practical novelties through its application to the local context, taking into account the real-world conditions faced by MSMEs, such as limited resources and relatively simple incentive systems. With this approach, this study is expected to provide more contextual and applicable managerial recommendations for developing human resource management in small business environments.

Based on this background and conceptual framework, the research problem is formulated into several research questions: whether job satisfaction influences employee performance, whether job satisfaction influences employee work motivation, whether work motivation influences employee performance, and whether work motivation can mediate the influence of job satisfaction on employee performance.

In line with the formulation of the problem, the purpose of this study is to analyze the influence of job satisfaction on employee performance, analyze the influence of job satisfaction on employee work motivation, analyze the influence of work motivation on employee performance, and analyze the role of work motivation as a mediator variable in the relationship between job satisfaction and employee performance at the Jatayu Bakery Souvenir Shop.

REVIEW OF LITERATURE

Research on job satisfaction, work motivation, and employee performance has been extensively conducted in various organizational contexts. This study shares a similar theme with several previous studies that highlighted the relationship between job satisfaction and employee performance, as well as the role of work motivation in increasing productivity. Research conducted by Supardi (2023) demonstrated that job satisfaction and work motivation have a positive influence on employee performance. The results indicate that the higher the level of employee satisfaction and work motivation, the better their performance. This finding aligns with the rationale of this study, which views job satisfaction and motivation as important factors in improving employee performance.

Another relevant study was conducted by Cahyadi et al. (2021), which examined the relationship between job satisfaction, work motivation, and work ethic on employee performance. Although this study added work ethic as an additional variable, the results still indicate that job satisfaction and work motivation are a crucial combination in shaping productive work behavior. Furthermore, research by Steven and Yanuar (2024) also reinforces the view that job satisfaction is a key factor influencing employee performance improvement. Although this study did not include work motivation as a mediating variable, the relationship between job satisfaction and performance remains the primary focus of the discussion. Thus, various previous studies consistently demonstrate that job satisfaction and work motivation play a significant role in determining employee performance within an organization.

Conceptually, job satisfaction can be defined as an individual's feelings or attitudes toward their job, arising from their assessment of various aspects of the job. Robbins and Judge (2017) define job satisfaction as an individual's overall attitude toward their job, reflecting the extent to which they like or dislike their work. Locke (1976) also states that job satisfaction is a pleasant or positive emotional state resulting from an assessment of one's work experiences. Locke emphasized that the level of job satisfaction is influenced by the match between an individual's expectations and the reality of the work (Triono, 2024). Meanwhile, Davis and Newstrom (1985) explain that job satisfaction is influenced by several important factors, such as salary level, relationships with coworkers, promotion opportunities, and supportive working conditions.

In general, job satisfaction theory seeks to explain an individual's level of satisfaction or dissatisfaction with their job. Various factors such as compensation, work culture, social relationships in the workplace, career development opportunities, and recognition from superiors can influence an employee's level of job satisfaction. In the context of this research, job satisfaction is seen as a factor that can influence how employees evaluate their work and how they collaborate with colleagues within the organization. Employees who are satisfied

with their work tend to exhibit higher work morale, loyalty to the organization, and better performance.

Employee performance itself is the work results achieved by an individual in carrying out their duties and responsibilities within the organization. Mangkunegara (2017) defines employee performance as the work results, both qualitatively and quantitatively, achieved by an employee in carrying out their duties in accordance with assigned responsibilities. Robbins and Judge (2017) also explain that performance is the level of task completion that reflects an individual's effectiveness in achieving organizational goals. Thus, performance is measured not only by the quantity of work completed but also by the quality of the work results and its contribution to achieving organizational goals.

Another opinion is expressed by Mathis and Jackson (2011), who state that performance is the level of individual achievement in carrying out their responsibilities based on standards set by the organization. From this perspective, performance is closely related to an individual's productivity and work effectiveness. In general, theories regarding employee performance explain the extent to which an individual is able to carry out their responsibilities effectively and efficiently. Performance is influenced by various factors, such as ability, skills, work experience, as well as psychological factors such as motivation and job satisfaction.

In this study, job satisfaction is seen as a factor that can directly influence employee performance. However, this influence is not always direct; it can be influenced by other factors, such as work motivation. Employees with high levels of job satisfaction but low work motivation may not be able to demonstrate optimal performance. Conversely, if job satisfaction is accompanied by high work motivation, employees tend to work with more enthusiasm and produce better performance.

Work motivation is a drive originating from within or outside a person that drives them to perform optimally to achieve specific goals. Robbins and Judge (2017) define motivation as a process that explains a person's intensity, direction, and persistence in achieving a goal. Herzberg (1966), through his Two-Factor Theory, explains that work motivation is closely related to employee satisfaction and performance. This theory explains that motivation is influenced by intrinsic factors such as responsibility, achievement, and recognition, as well as extrinsic factors such as salary, organizational policies, and working conditions.

Furthermore, McClelland (1987) explained that work motivation is influenced by three primary needs that drive individual behavior in the workplace: the need for achievement, the need for affiliation, and the need for power. The need for achievement relates to the drive to achieve work results that exceed existing standards. The need for affiliation relates to an individual's desire to establish good social relationships with others. Meanwhile, the need for power relates to an individual's desire to influence others or play a significant role in an organization.

In general, work motivation theory explains why individuals are willing to exert significant effort in their work. Motivation can arise from intrinsic factors such as personal satisfaction from successfully completing a task, pride in one's work, and a sense of belonging to the organization. On the other hand, motivation can also stem from extrinsic factors such as incentives, promotion opportunities, and a comfortable and supportive work environment.

In the context of this research, work motivation is viewed as a variable that mediates the relationship between job satisfaction and employee performance. Job satisfaction can increase work motivation, which in turn encourages employees to work more optimally, resulting in better performance. In other words, work motivation acts as a bridge connecting job satisfaction with employee performance. This demonstrates that job satisfaction alone is not sufficient to produce optimal performance without a high level of work motivation. Therefore, work motivation is a crucial factor strengthening the relationship between job satisfaction and employee performance, particularly in an organizational context like Jatayu Bakery Souvenir Shop.

Based on these various expert opinions, it can be concluded that work motivation is a crucial factor in increasing employee productivity, performance, and job satisfaction within an organization. With high work motivation, employees will be more motivated to perform optimally and make a greater contribution to achieving organizational goals.

RESEARCH METHOD

This research method uses a quantitative approach with a descriptive approach, aiming to analyze the relationship between job satisfaction, work motivation, and employee performance. The quantitative approach was chosen because it allows researchers to objectively measure research variables through numerical data obtained from respondents using standardized research instruments. Through this approach, the research seeks to systematically describe the phenomena occurring in the field related to levels of job satisfaction, work motivation, and employee performance. The analysis conducted not only explains existing conditions but also examines the relationships between variables, thus understanding how job satisfaction influences work motivation and how motivation impacts employee performance.

The conceptual framework in this study illustrates the relationship between three main variables: job satisfaction as the independent variable, work motivation as the mediating variable, and employee performance as the dependent variable. The model assumes that job satisfaction has a direct influence on employee performance, while also having an indirect influence through work motivation as the intermediary variable. In other words, job satisfaction can increase employee work motivation, which ultimately leads to improved performance. This conceptual framework serves as the basis for constructing a research model that explains the causal relationships between the variables studied.

Based on this conceptual framework, this study proposes four main hypotheses. The first hypothesis states that job satisfaction has a positive effect on employee performance. The second hypothesis states that job satisfaction has a positive effect on employee work motivation. The third hypothesis states that work motivation has a positive effect on employee performance. Meanwhile, the fourth hypothesis states that work motivation mediates the effect of job satisfaction on employee performance. These four hypotheses are based on the theoretical foundations of organizational behavior and work psychology, which explain that job satisfaction and motivation are important factors influencing individual performance within an organization.

This research was conducted at the Jatayu Bakery Souvenir Shop, located at Jalan Basuki Rachmad No. 429, Krian, Sidoarjo, East Java. The research location was selected

based on the consideration that the company has a representative number of employees and is relevant to the variables studied, namely job satisfaction, work motivation, and employee performance. The population in this study was all 60 employees working at Jatayu Bakery. Due to the relatively small population, this study used a saturated sampling technique, where all members of the population were used as the research sample. Therefore, the sample size used in this study was 60 respondents.

The data collection technique in this study was conducted by distributing a closed-ended questionnaire to all respondents. The questionnaire was structured using a Likert scale with five levels of assessment: strongly disagree, disagree, neutral, agree, and strongly agree. The research instrument was designed based on indicators for each research variable: job satisfaction, work motivation, and employee performance. Job satisfaction indicators include the work environment, salary and compensation, career development opportunities, and leadership style. Work motivation indicators include intrinsic and extrinsic motivation, while employee performance indicators include productivity, work quality, punctuality, work commitment, and adaptability. The questionnaire was distributed directly to employees or through online media, if necessary, to facilitate the data collection process.

The research instrument was first tested for validity and reliability to ensure that each item accurately and consistently measured the variables studied. Validity testing was performed using Pearson Product Moment correlation to determine the extent to which each item correlated with the total score of the variable. An item was declared valid if the correlation coefficient was greater than the table's r value at a significance level of 0.05. Reliability testing was conducted using Cronbach's Alpha coefficient to measure the internal consistency of the research instrument. A variable is considered reliable if the Cronbach's Alpha value is greater than 0.70, indicating that the items in the instrument have a good level of consistency.

Data obtained from the questionnaire were then analyzed using descriptive and inferential statistical techniques with the aid of SmartPLS software. Descriptive analysis was used to describe the characteristics of respondents and the distribution of responses to each research variable. Meanwhile, inferential analysis was used to examine the relationships between variables and test the formulated research hypotheses. The analysis was conducted through evaluation of the measurement model (outer model) and the structural model (inner model). The evaluation of the outer model aimed to assess convergent validity, discriminant validity, and construct reliability through factor loading values, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability. Meanwhile, the evaluation of the inner model was conducted to determine the strength of the relationships between variables through path coefficients and R-Square values, which indicate the ability of the independent variables to explain the dependent variable.

The conceptual framework in this study describes the relationship between three main variables: job satisfaction as the independent variable, work motivation as the mediating variable, and employee performance as the dependent variable. Job satisfaction is assumed to influence employee performance directly and indirectly through work motivation as an intermediary variable.

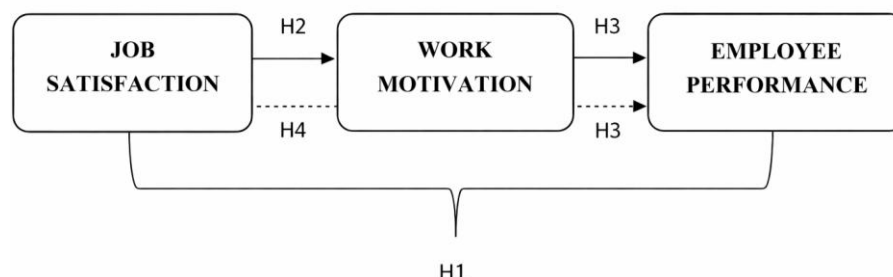


Figure 1.
Research Conceptual Framework

Based on the conceptual framework, job satisfaction is predicted to have a direct influence on employee performance (H1) and also influence work motivation (H2). Furthermore, work motivation is predicted to influence employee performance (H3) and also act as a mediating variable in the relationship between job satisfaction and employee performance (H4).

Hypothesis testing was conducted to determine the direct and indirect influences between variables in the research model. The direct influence was analyzed through the path coefficients between job satisfaction and employee performance, job satisfaction and work motivation, and work motivation and employee performance. Meanwhile, the indirect influence was analyzed through a mediation test to determine whether work motivation mediates the relationship between job satisfaction and employee performance. The mediation test was conducted using the bootstrapping method in SmartPLS to determine the significance of the indirect influence. If the analysis results indicate a significant mediation path, it can be concluded that work motivation acts as a mediating variable in the relationship between job satisfaction and employee performance. Thus, this research method is expected to be able to provide an empirical picture of the relationship between job satisfaction, work motivation, and employee performance in an organizational context, especially in the work environment at Jatayu Bakery.

RESULTS AND DISCUSSION

Reliability testing is conducted to ensure that the measurement instrument produces consistent and stable findings. The goal is to evaluate the extent to which the instrument can produce similar data when measured repeatedly under the same conditions, ensuring that the research results are credible and accountable (Wibowo, 2024). If the Cronbach's Alpha value is >0.60 , the questionnaire questions are considered reliable. The reliability testing findings conducted in this study were as follows:

Table 1.
Reliability Test

Variables	Number of Items	Cronbach's Alpha	Description
Job Satisfaction	8	0.960	Reliable
Work Motivation	4	0.833	Reliable

Employee Performance	8	0.941	Reliable
----------------------	---	-------	----------

Looking at the table, the Cronbach's Alpha value for all variables in this study is > 0.60, which indicates that each variable has a good level of reliability.

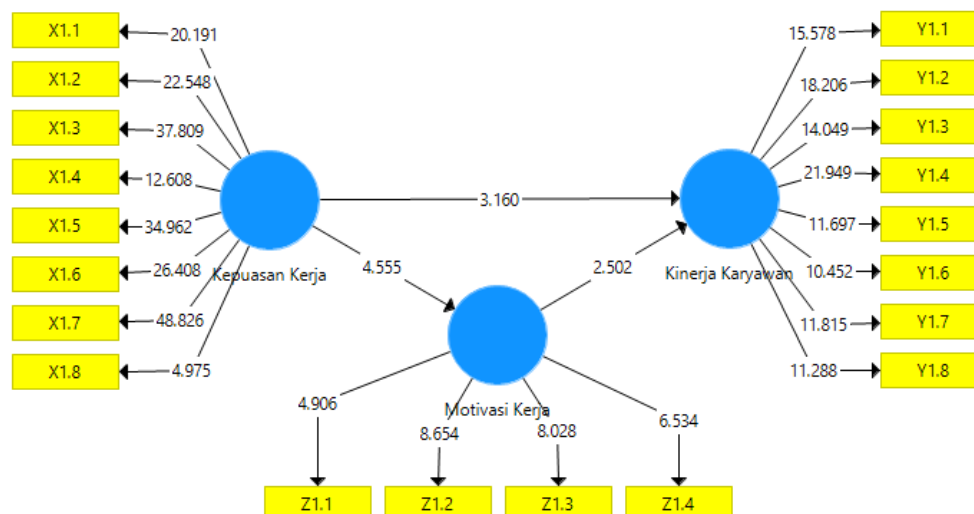


Figure 2.
Convergent Validity

Looking at the convergent validity test findings displayed in the previous figure and table, it can be seen that all indicators for the variables Job Satisfaction, Work Motivation, and Employee Performance have loading factor values exceeding 0.70. The constructs or latent variables they measure can be accurately represented by each indicator, according to these values. Consequently, it can be said that all indicators from the three study variables meet the requirements for convergent validity, making them suitable and appropriate for use in further studies.

The purpose of discriminant validity testing is to ensure that the indicators used only reflect relevant latent variables and that each construct in the study model is indeed distinct from the others. Consider the AVE value as a way to evaluate discriminant validity. The AVE value indicates how well an indicator variable explains the latent variable it measures.

According to K. S. Gunawan (2023), if the AVE score is greater than 0.50, the construct is considered to have excellent discriminant validity. Thus, the measurement results are considered valid and able to accurately represent the latent variable, as the construct can explain more than half of the indicator's variation.

Table 2.
Discriminant Validity Test

VARIABLES	Average Variance Extracted (AVE)
Job Satisfaction	0,785
Employee Performance	0,706
Work Motivation	0,646

Seeing this, it can be said that all study variables fulfill the requirements of an AVE value > 0.5, and the highest value is in the Job Satisfaction variable, which is 0.785.

Table 3.
Calculation Results

	Job satisfaction	Employee performance	Work motivation
X1.1	0.901	0.491	0.422
X1.2	0.890	0.450	0.370
X1.3	0.931	0.619	0.489
X1.4	0.826	0.485	0.464
X1.5	0.932	0.541	0.426
X1.6	0.925	0.559	0.435
X1.7	0.952	0.513	0.453
X1.8	0.706	0.403	0.306
Y1.1	0.460	0.836	0.563
Y1.2	0.512	0.875	0.582
Y1.3	0.459	0.848	0.496
Y1.4	0.625	0.849	0.501
Y1.5	0.454	0.813	0.388
Y1.6	0.459	0.812	0.336
Y1.7	0.448	0.859	0.525
Y1.8	0.442	0.828	0.443
Z1.1	0.303	0.344	0.752
Z1.2	0.543	0.644	0.755
Z1.3	0.277	0.325	0.865
Z1.4	0.241	0.347	0.836

Seeing this, it can be concluded that the cross loading value of each indicator is more strongly correlated with the original construct compared to other variable constructs. If the value is > 0.7 , it can be said that the study instrument has met the criteria for discriminant validity.

Table 4.
Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability
Job Satisfaction	0.960	0.967	0.967
Employee Performance	0.941	0.946	0.950
Work Motivation	0.833	0.892	0.879

Considering this, the Cronbach's Alpha value is >0.6 and the composite reliability value is >0.7 . This indicates that all constructs in the study variables have a good level of reliability.

In the outer model evaluation stage, the convergent validity test showed satisfactory results, as all indicators had outer loadings and AVE values met the criteria. This indicates that the indicators used appropriately represent each latent variable. Meanwhile, the results of the discriminant validity test using the Fornell-Larcker and HTMT criteria also showed values below the threshold (<0.90), indicating that each construct is empirically distinct and capable of measuring distinct concepts.

The R-Square value is one of the indicators used to evaluate internal model testing. This value reflects the predictive power of endogenous latent variables and the level of interaction between variables in the model. A model is generally considered strong if its R-Square value exceeds 0.75, moderate if its value is between 0.40 and 0.25, and weak if its value is below 0.25 (Amiruddien et al., 2021).

Table 5.
Evaluation of Model Structure

Endogenous Variables	R-Square	Presentation	Criteria
Work Motivation (Z)	0.453	45%	Strong
Employee Performance (Y)	0.230	23%	Weak

Considering this, the R-square value for the Employee Performance (Y) variable is 0.453 (45%). This indicates that the Employee Performance (Y) variable has a strong influence. Furthermore, the Work Motivation (Z) variable has an R-square value of 0.230, or 23%, indicating a weak influence.

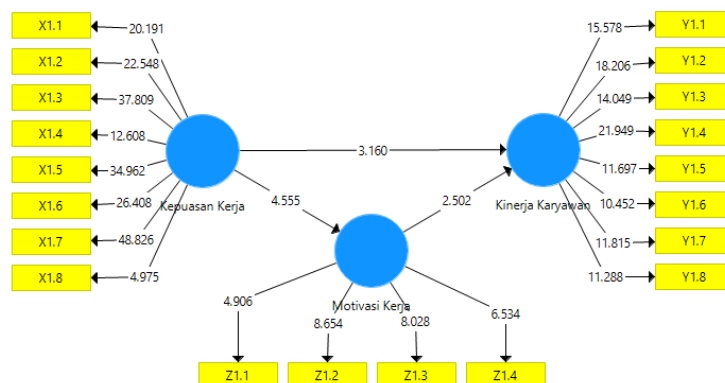


Figure 3.

Relationship between Variables

The figure shows the relationship between the variables in the study: Job Satisfaction (X), Work Motivation (Z), and Employee Performance (Y). Each variable is measured through various indicators (question items), shown in yellow boxes on the left and right sides of the figure. Latent variables are shown in blue circles, while the values on the arrows indicate the magnitude of the loading factor, or the contribution of each indicator to the latent variable.

For the Job Satisfaction (X) variable, there are eight indicators (X1.1 to X1.8). The highest loading factor value is for indicator X1.7 (48.826), indicating that this indicator is the strongest indicator in representing respondents' job satisfaction. Conversely, indicator X1.8 (4.975) has the lowest contribution. This illustrates that although all indicators play a role, there are differences in the strength of each item in explaining job satisfaction.

Furthermore, the Work Motivation (Z) variable is measured by four indicators (Z1.1 to Z1.4). The indicator with the highest value is Z1.2 (8.654), indicating that this factor has a dominant contribution in shaping work motivation. Meanwhile, indicator Z1.1 (4.906) had the lowest contribution. Therefore, it can be understood that respondents' work motivation was more influenced by the factor represented by Z1.2 than the other indicators.

The Employee Performance (Y) variable consists of eight indicators (Y1.1 to Y1.8). The analysis revealed that the indicator with the highest value was Y1.4 (21.949), indicating that this item is the most influential in describing employee performance. Conversely, the indicator with the lowest value was Y1.6 (10.452). This means that the aspect represented by Y1.4 is more prominent than other aspects in shaping employee performance.

The relationship between latent variables is also displayed in this model. There is a direct effect of Job Satisfaction (X) on Employee Performance (Y) with a value of 3.160. Furthermore, Job Satisfaction (X) also influences Work Motivation (Z) with a value of 4.555, and in turn, Work Motivation (Z) influences Employee Performance (Y) with a value of 2.502. This indicates a mediating relationship, where work motivation acts as an intermediary variable between job satisfaction and employee performance.

This figure demonstrates that job satisfaction is a crucial factor in increasing employee motivation and performance. However, job satisfaction also has an indirect impact on performance by increasing motivation in the workplace.

According to Widarjono (2015) in Mutiara et al. (2019), when all independent variables are present simultaneously, an F-test is performed to determine whether they

significantly influence the dependent variable. Furthermore, this test evaluates the statistical significance level of the regression model used (Rahmi et al., 2019).

In this study, hypothesis testing was conducted using a 5% significance level ($\alpha = 0.05$). The t-statistic value of 1.96 serves as the cut-off threshold for determining the significance of the relationship between variables. If the t-statistic is >1.96 or the p-value is <0.05 , the relationship between the variables is considered statistically significant.

This hypothesis testing process is based on findings obtained from the output path coefficients and indirect effects. The following section will present figures and tables explaining the direct and indirect effects of the hypothesis testing findings.

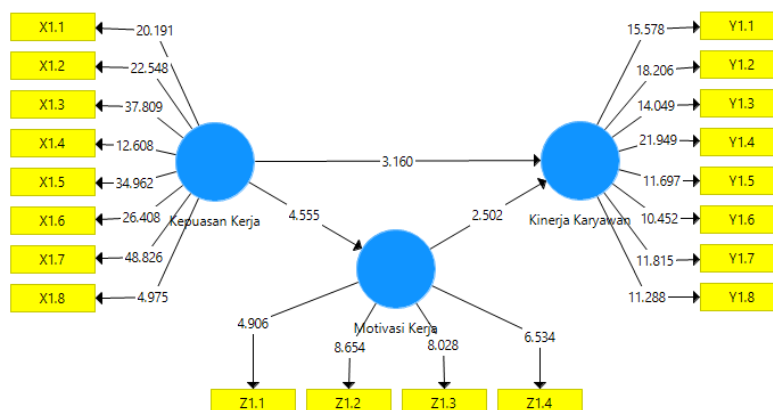


Figure 4.
PLS Calculation Results

Table 6.
Direct Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Employee Performance	0.391	0.393	0.136	2.884	0.004
Job Satisfaction -> Work Motivation	0.480	0.489	0.111	4.322	0
Work Motivation -> Employee Performance	0.391	0.398	0.177	2.212	0.027

The first hypothesis tested the effect of job satisfaction on employee performance. The analysis yielded a t-statistic of 2.884 ($t > 1.96$) with a p-value of 0.004 ($p < 0.05$). The findings indicate that the first hypothesis is accepted, meaning that job satisfaction has a significant positive effect on employee performance. In other words, employees will perform better if they are more satisfied with their jobs overall.

Next, the second hypothesis tested the effect of job satisfaction on work motivation. The analysis yielded a t-statistic of 4.322 ($t > 1.96$) with a p-value of 0.000 ($p < 0.05$). This confirms the second hypothesis, concluding that job satisfaction has a positive and significant

effect on work motivation. Employees' drive or desire to complete their work increases with their level of job satisfaction.

The third hypothesis then tested the effect of work motivation on employee performance. The analysis findings showed a t-statistic of 2.212 ($t > 1.96$) and a p-value of 0.027 ($p < 0.05$). This suggests that the third hypothesis is also accepted, indicating that work motivation has a significant positive effect on employee performance. This means that the higher the employee's motivation, the more optimal their performance.

Overall, the hypothesis testing findings indicate that job satisfaction not only directly influences employee performance but also indirectly through work motivation. Therefore, work motivation can be considered a mediating variable in the relationship between job satisfaction and employee performance.

Table 7.
Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Work Motivation -> Employee Performance	0.188	0.188	0.086	2.174	0.03

The analysis findings revealed that the indirect pathway between job satisfaction and employee performance through work motivation had an Original Sample (O) value of 0.188. This value indicates that job satisfaction positively influences employee performance when mediated by work motivation. Furthermore, the T-statistics value of 2.174 (exceeding 1.96) indicates that the effect is significant at the 95% confidence level. Furthermore, the P-value of 0.030 (less than 0.05) further strengthens the evidence that this mediation relationship is statistically significant.

This suggests that work motivation plays a role as a mediating variable linking job satisfaction and employee performance. This means that while job satisfaction can directly improve performance, its effect is stronger when employees have high levels of work motivation (Ekonomi et al., 2024). The findings demonstrate that job satisfaction can foster both intrinsic and extrinsic motivation, ultimately contributing to optimal employee performance.

Discussion

Based on data processing using SmartPLS, the effect of job satisfaction on employee performance at Jatayu Bakery was found to be 2.884 (>1.96) and 0.004 (<0.05) for the t-statistic. This value indicates a positive and significant relationship between job satisfaction and employee performance. This means that the higher the level of job satisfaction experienced by employees, the better their performance. Therefore, the hypothesis regarding the positive effect of job satisfaction on employee performance is empirically accepted.

This positive result aligns with Herzberg's Two-Factor Theory, which explains that satisfaction factors (motivators) such as adequate pay, a conducive work environment, good inter-employee relationships, and opportunities for personal development can drive improved employee performance. This finding also supports the view of Robbins and Judge (2019),

who stated that job satisfaction is a key predictor of positive employee behavior in the workplace (Elsyia et al., 2023).

Thus, the results of this study not only strengthen previous theories but also provide empirical evidence in the field that job satisfaction levels are closely related to actual employee performance. Satisfied employees tend to demonstrate higher levels of dedication, productivity, and responsibility than those who are dissatisfied with their jobs.

This is in line with Surah Al Mulk (67): 15, which reads:

هُوَ الَّذِي جَعَلَ لَكُمُ الْأَرْضَ ذَلُولًا فَامْشُوا فِي مَنَاكِبِهَا وَكُلُوا مِن رِّزْقِهِ ۚ وَإِلَيْهِ النُّشُورُ

The meaning is: "He it is Who has made the earth easy for you, so travel throughout it and eat of His provisions. And to Him you will be resurrected."

In the context of Jatayu Bakery, an MSME engaged in the production and sale of bread, the results of this study indicate that employee job satisfaction significantly influences the quality and consistency of production. Employees who are satisfied with their working conditions, superior support, and opportunities for development are more motivated to carry out their duties, whether in production, marketing, or administration (Nasir et al., 2024). This is reflected in their commitment to maintaining product quality standards, expediting service processes, and increasing business competitiveness amidst the intense competition in the culinary business in Sidoarjo.

By implementing job satisfaction indicators such as fair compensation, a comfortable work environment, supportive working relationships, and opportunities for self-development, Jatayu Bakery can significantly increase employee loyalty and performance. Implementing these indicators not only serves to maintain operational stability but also creates a positive work culture. Ultimately, increased job satisfaction will contribute to achieving company targets, business sustainability, and increasing customer trust in Jatayu Bakery products.

The results of the hypothesis test indicate that job satisfaction has a significant influence on work motivation, with a t-statistic of 4.322 (> 1.96) and a p-value of 0.000 (< 0.05). This value indicates that the higher the level of job satisfaction experienced by employees, the higher their work motivation. Therefore, the hypothesis stating a positive effect of job satisfaction on work motivation is accepted. This proves that job satisfaction is a key factor in shaping work drive for employees at Jatayu Bakery (Lihan & Kirana, n.d.).

This finding is consistent with Herzberg's Two-Factor Theory, which explains that satisfaction factors (motivator factors) such as achievement, recognition, responsibility, and opportunities for development can increase individual motivation at work. Furthermore, Robbins & Judge (2019) supports this finding, stating that employees who are satisfied with their jobs tend to have higher work motivation because their basic and psychological needs are met.

Practically, the results of this study indicate that a high level of job satisfaction has a direct impact on the work ethic and enthusiasm of Jatayu Bakery employees. For example, production employees who feel valued and comfortable in their work environment will be more enthusiastic about maintaining product quality. Similarly, for marketing employees, satisfaction with management support and policies will encourage them to be more proactive in increasing sales and expanding customer reach.

Thus, job satisfaction not only creates a sense of well-being at work but also plays a crucial role as a key driver of sustained work motivation, which ultimately increases effectiveness and productivity in the Jatayu Bakery workplace.

This aligns with a verse in the Quran, which reads:

إِنَّ مَعَ الْعُسْرِ يُسْرًا ۖ فَإِذَا فَرَغْتَ فَانصَبْ

Meaning: "Indeed, with hardship comes ease. So when you have finished (one task), continue working hard (on another task)." (Surah Al-Insyirah (94):6-7)

By implementing job satisfaction indicators such as standard salaries, a conducive work environment, harmonious interpersonal relationships, and opportunities for development, Jatayu Bakery can effectively increase employee motivation (Muna & Agustina, 2024). When these indicators are implemented consistently, employees will be more motivated to work with dedication, show initiative, and strive to achieve predetermined targets. Ultimately, well-managed job satisfaction will foster sustainable work motivation, thereby supporting increased productivity and overall company performance.

The results of the hypothesis test indicate that work motivation has a significant effect on employee performance, with a t-statistic of 2.212 (>1.96) and a p-value of 0.027 (<0.05). These results indicate that the higher the level of motivation an employee possesses, the better their performance in carrying out their duties and responsibilities (Hidayaningsih et al., 2023). Therefore, the hypothesis stating that work motivation influences employee performance is accepted, and work motivation has been proven to be a significant factor in improving employee work quality at Jatayu Bakery.

These research findings align with Maslow's motivation theory, which asserts that fulfilling individual needs, from physiological needs to self-actualization, is the primary basis for motivation, which impacts performance improvement. Similarly, McClelland's theory emphasizes that the need for achievement, affiliation, and power are important drivers for employees to work more productively. Therefore, these findings reinforce the theoretical view that high work motivation directly reflects better employee performance.

The same thing has been explained in Surah Al Qashash (28): 26 which reads:

قَالَتْ إِحْدَاهُمَا يَا أَبَتِ اسْتَأْجِرْهُ ۖ إِنَّ خَيْرَ مَنِ اسْتَأْجَرْتَ الْقَوِيُّ الْأَمِينُ

Meaning: "One of the two women said, 'O my father, take him to work for us, for indeed the best person you can hire is one who is strong and trustworthy.'"

In the context of Jatayu Bakery, high employee work motivation is evident in their enthusiasm for completing tasks, maintaining product quality, and improving customer service. Highly motivated production employees are more diligent in ensuring consistent bread quality, while marketing employees are more persistent in reaching new markets and increasing sales (Maraya et al., 2025). Similarly, in the administration department, high motivation encourages employees to be more disciplined and efficient in managing company data and finances. This demonstrates that work motivation is a driving force that drives overall employee performance.

By implementing work motivation indicators such as fair incentives, recognition for achievement, opportunities to participate in decision-making, and a supportive work environment, Jatayu Bakery can significantly improve employee performance (Saputri et al., 2024). When motivation is built both internally and externally, employees will be more enthusiastic, creative, and responsible in carrying out their work. Ultimately, maintained work motivation not only increases individual productivity but also strengthens Jatayu Bakery's competitiveness amidst the increasingly competitive culinary business.

Based on the results of the indirect influence test, the path between job satisfaction and employee performance through work motivation showed a t-statistic of 2.174 (> 1.96) and a p-value of 0.030 (< 0.05). This value indicates that work motivation plays a significant role as a mediating variable in the relationship between job satisfaction and employee performance. This means that job satisfaction not only directly influences performance but also indirectly by increasing employee work motivation.

These results align with the view of Baron & Kenny (1986), who explain that mediating variables function as intermediaries that explain the mechanism of the relationship between independent and dependent variables. In this context, Herzberg's work motivation theory also emphasizes that job satisfaction can encourage both intrinsic and extrinsic motivation, which then impacts the achievement of optimal performance (Hidayaningsih et al., 2023). Thus, the findings of this study support the theory that work motivation is a crucial link that strengthens the relationship between job satisfaction and employee performance. As explained in Surah Al Baqarah (2): 286, which reads:

لَا يُكَلِّفُ اللَّهُ نَفْسًا إِلَّا وُسْعَهَا

Meaning: "Allah does not burden a person beyond his capacity."

At Jatayu Bakery, the role of work motivation as a mediator is clearly visible in employees' daily activities. Employees who are satisfied with their work are psychologically motivated to increase their motivation, both through a passion for maintaining product quality and providing better customer service. This motivation then contributes to tangible performance improvements. For example, job satisfaction in the form of harmonious working relationships and a comfortable work environment will foster employee motivation to be more productive, which is ultimately reflected in consistent bread and cake quality and friendly customer service.

By strengthening job satisfaction indicators such as fair compensation, opportunities for self-development, and a conducive work environment, Jatayu Bakery automatically increases employee motivation. When motivation increases, performance indicators such as discipline, punctuality, quality of work, and productivity will also be boosted (Wardana & Nasution, 2024). This proves that work motivation mediation not only acts as a bridge but also strengthens the influence of job satisfaction on performance. Ultimately, a management strategy that integrates job satisfaction and work motivation will result in more optimal employee performance while maintaining the company's competitiveness in the culinary industry.

CONCLUSION

Based on the results of research conducted at Jatayu Bakery, it can be concluded that job satisfaction has a positive and significant influence on employee performance.

Employees who are satisfied with various aspects of their work, such as a comfortable work environment, good relationships with superiors, and a compensation system perceived as fair, tend to demonstrate better performance. This is reflected in increased responsibility, punctuality in completing tasks, and the quality of work produced. These findings indicate that job satisfaction is a crucial foundation for increasing employee productivity and loyalty, thereby supporting optimal performance within an organization.

Furthermore, this study also shows that job satisfaction positively influences employee work motivation. The higher the level of satisfaction employees feel with their work, the greater their internal drive to perform optimally. Factors such as job security, recognition for work results, clarity of tasks, and harmonious working relationships with coworkers have been shown to increase work motivation, both intrinsic and extrinsic. Thus, job satisfaction not only creates a sense of comfort at work but also fuels employee enthusiasm and drive to make greater contributions to the company.

Furthermore, the research analysis shows that work motivation has a positive and significant influence on employee performance at Jatayu Bakery. Employees with high levels of motivation, whether stemming from pride in their work or the drive to achieve targets and receive recognition, tend to demonstrate more consistent, diligent, and efficient work performance. Motivation is a key driving factor that determines an individual's level of effort and commitment to completing a task. Therefore, the higher an employee's level of work motivation, the higher their performance.

This study also found that work motivation acts as a significant mediating variable in the relationship between job satisfaction and employee performance. This means that job satisfaction influences performance not only directly but also through increased work motivation. Employees who are satisfied with their jobs are more driven to perform optimally, and this motivation subsequently impacts their performance. These findings suggest that work motivation serves as a psychological link between employee satisfaction with their jobs and high performance.

REFERENCES

- Amiruddien, A., Rahman, F., & Hidayat, T. (2021). Pengaruh lingkungan kerja dan kepuasan kerja terhadap kinerja karyawan. *Jurnal Ilmu Manajemen*, 9(3), 155–164.
- Aprillianti, S., & Nusa Putra, A. (2022). Pengaruh kepuasan kerja terhadap kinerja karyawan. *Jurnal Manajemen Dan Bisnis*, 6(2), 120–130.
- Atrizka, D., Siregar, N., & Harahap, M. (2021). Analisis faktor-faktor yang mempengaruhi kinerja karyawan. *Jurnal Manajemen Sumber Daya Manusia*, 8(2), 87–96.
- Dami, Y., Sihombing, R., & Hutapea, T. (2022). Pengaruh disiplin kerja dan motivasi terhadap kinerja karyawan. *Jurnal Administrasi Bisnis*, 12(1), 66–74.
- Ekonomi, F., Jenderal, U., & Yani, A. (2024). *Analysis of job satisfaction anomalies and its impact on the performance of employees in the production section of cv. asseny apparel majalaya*.
- Elsyia, N. L. P. I., Usadha, I. D. N., & Suparta, I. N. (2023). *Analisis Efek Segi Pelayanan, Harga, Dan Lokasi Terhadap Kepuasan Konsumen Pengguna Layanan E-Commerce*.
- Hidayaningsih, H. N., Sumastuti, E., & Kurniawan, B. (2023). *Analisis Kinerja Karyawan Pada PT. Bengawan Retail Mandiri Mall Luwes Di Kabupaten Blora*.

- Maraya, F., Saleh, H., & Said, M. (2025). *Analisis Kepuasan Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Telkomsel Grapari Pinrang*.
- Muna, N. S., & Agustina, F. (2024). *Analisis Kinerja Pegawai Terhadap Kepuasan Pasien Di Klinik Marisa*.
- Nasir, N. H., Hamzah, M. N., & Alwi, M. H. (2024). *Analisis Kebijakan Kompensasi dan Kepuasan Kerja Terhadap Kinerja Karyawan pada PT. Bank Rakyat Indonesia Tbk Cabang Sidrap*.
- Rahmi, S., Yuliana, Y., & Pratama, R. (2019). Pengaruh motivasi kerja dan kepuasan kerja terhadap kinerja karyawan. *Jurnal Ekonomi Dan Manajemen*, 10(1), 45–55.
- Saputri, O., Yulianty, F., & Kosasih, K. (2024). *Analisis Kualitas Pelayanan dan Kinerja Karyawan terhadap Kepuasan Mitra LPDB-KUMKM*.
- Triono, B. R. M. S. (2024). *Analisis Faktor-Faktor Yang Mempengaruhi Upah Insentif, Kepemimpinan, dan Komunikasi*.
- Wardana, I. R., & Nasution, F. F. Y. (2024). *Analisis Kinerja Karyawan Ground Handling Ditinjau dari Tingkat Kedisiplinan*.
- Wibowo, O. I. (2024). *Analisis Kecerdasan Emosional dan Spiritual Terhadap Kinerja Pegawai*.