

The Influence of Work Motivation and Job Satisfaction on Employee Performance in Online Shops in Surabaya

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ABSTRACT

Objective: This study aims to examine the influence of work motivation and job satisfaction on employee performance in the context of online shops in Surabaya. **Method:** Employing a quantitative approach with a correlational design, the research involved 200 employees selected through purposive sampling. Data were analyzed using multiple regression techniques to determine the relationship between the independent variables (work motivation and job satisfaction) and the dependent variable (employee performance). **Results:** The findings revealed that both work motivation and job satisfaction significantly and positively affect employee performance. Furthermore, their combined contribution plays a substantial role in enhancing employee productivity. **Novelty:** This study contributes to the growing literature by focusing specifically on the online retail sector in an urban Indonesian setting, highlighting the importance of motivation and satisfaction in shaping performance outcomes. It also suggests that organizational factors such as work environment and company policy are critical elements that indirectly support performance by influencing employee motivation and satisfaction.

INTRODUCTION

In recent years, the e-commerce industry in Indonesia has experienced rapid growth, fueled by the increasing use of digital technology and changes in the way consumers shop. According to information from Statista, the number of people using e-commerce in Indonesia is predicted to continue growing until 2029, with an additional 33.5 million new users. This trend shows that more and more people are choosing to shop online, making this sector one of the important pillars in the digital economy.[1]As one of Indonesia's major economic regions, East Java has an important contribution to the country's e-commerce scene. By 2022, there will be 2.99 million entrepreneurs selling through e-commerce platforms in Indonesia, and East Java ranks second as the province with the highest number of entrepreneurs, reaching 571,958 business units.[2] This shows that Surabaya and its surrounding areas have a significant and competitive digital market, which can increase the demand for labor in this sector.

Along with the development of the digital industry, Surabaya City's economy also rose by 5.70% in 2023, although there was a slight decrease compared to the 6.51% growth in the previous year.[3]The e-commerce industry is expected to be one of the key drivers for this economic growth, as more businesses operate online. However, amidst this surge, a number of companies are experiencing difficulties in managing their workforce,

especially when it comes to motivating and ensuring employee job satisfaction, which can directly affect company performance and productivity.

Abdul Rashid's study. (2024) From the analysis conducted, it can be concluded that motivation at work has a positive and significant impact on worker performance. This means, the higher the motivation of the workers, the better their work results at KSP

Mandiri Sejahtera.[4] Work by Jovani Anggara Putra and research by Rahayu (2021) show that job satisfaction plays a crucial role in increasing employee commitment to the company.[5] Previous studies have shown that encouragement at work plays an important role in improving employee outcomes, where elements such as wages, bonuses, and a positive work atmosphere can improve individual performance. In addition, job satisfaction also helps to build employee loyalty while reducing turnover in the company. However, there is limited research on the impact of these two elements in the context of online businesses in Surabaya. Therefore, this study aims to analyze the impact of work drive and job satisfaction on employee performance in Surabaya's e-commerce sector, to provide a deeper understanding in an effort to improve workforce productivity in this field.

Good performance from employees allows them to complete work more quickly, efficiently and with higher quality, which in turn has a positive effect on productivity. On the other hand, poor performance can hinder productivity as it requires more time and resources to obtain the same or even lower results. To assess employee performance, appraisals are conducted as feedback on their work. With this feedback, employees can understand the areas that need improvement and feel encouraged to keep improving. One of the elements that influence performance is work motivation.[6] Companies can establish a balance that drives long-term success. In addition, assessing performance is a crucial tool to measure the achievement of organizational goals. Employees who meet or exceed performance expectations should receive rewards such as promotions or salary increases, while those who do not meet targets can be mentored or given other appropriate actions. According to Mangkunegara, performance is the result of individual work that can be measured based on the quality and quantity of achievement. Meanwhile, Bangun defines performance as the result of work that follows certain standards to support organizational goals. Some commonly used indicators to assess performance include quality of work output, punctuality, attendance rate, and ability to collaborate.[7] Aspects of employee performance (1) Work quality relates to the extent to which the results achieved are in accordance with existing standards and preparations. (2) Work quantity describes the number of tasks completed within a certain period of time.[8] Timeliness refers to the duration required to complete a job within a specified period, as each job is interdependent on the other. [9] (4) Independence reflects the extent to which an employee is able to carry out his duties and responsibilities independently in the work environment. Meanwhile, work commitment describes the employee's level of dedication to the agency and his responsibility to the company where he works.[10]

Employee performance is a key indicator of organizational success, both in terms of productivity and competitiveness. Article 27 paragraph (2) of the 1945 Constitution confirms that every citizen has the right to a decent job and life, so it is important to create a supportive work environment. This is in line with Law No. 13 of 2003 concerning Manpower, which requires companies to create working conditions that motivate employees to work optimally. [11]. Based on the results of an initial survey conducted by researchers on December 20, 2024 by distributing online questionnaires to 30 employees at online shop companies in Surabaya, several important findings were obtained related to factors that affect employee performance. Overall, employee performance is in the medium category with an average value of 62.7%. However, in the indicator of achieving work targets, 53.3% of employees have difficulty in achieving the set targets. This is associated with low work motivation which is influenced by basic needs factors, such as salary (physiological needs) and a sense of security at work (security needs), as described in Maslow's Hierarchy of Needs Theory. In addition, 91.67% of respondents considered that supervision and direction from superiors play an important role in increasing job satisfaction. This result supports Herzberg's Theory, which explains that reward factors and clear direction can improve employee satisfaction and performance. Based on the results of this survey, it can be concluded that work motivation and job satisfaction play an important role in improving employee performance in online shop companies. Therefore, more effective strategies are needed in improving employee welfare, providing clear rewards, and strengthening communication and supervision from superiors so that productivity and job satisfaction can increase optimally. Empirical evidence from previous research [12].

The drive to find ways to lead the team's energy and ability to work well together to achieve and realize the goals that have been set.[13] Work motivation is the energy that drives a person to give their best effort for the success of the organization in achieving its goals. This shows that the achievement of organizational goals is in line with the achievement of the personal goals of the members of the organization. On the other hand, Hasibuan explains work motivation as a form of encouragement that fosters individual enthusiasm to be willing to collaborate efficiently and coordinated in order to achieve common goals.[14] Maslow stated that an employee's work motivation is influenced by various needs, such as physical needs, security and safety, social, self-esteem, and self-actualization. From these needs, there are several indicators that can be used to measure the level of motivation of an employee, namely: 1. Physical needs, which are met through salaries, bonuses, food money, money for transportation, and housing. 2. The need for security and safety, which includes social security, pension funds, health and accident insurance, and job security facilities. 3. Social needs, which are realized through interaction and acceptance in the work environment. 4. The need for appreciation, which is in the form of recognition for skills and achievements, both from coworkers and superiors. 5. The need for self-actualization, which is supported by challenging work and opportunities to hone skills through training and education.[15] This is in line with a

study conducted by Najla' A Ajeung Ratnadinigrum who managed to apply Maslow's theory well, especially in meeting the basic, security, and social needs of employees. However, the self-esteem aspect still needs to be improved, one of which is by providing certificates of appreciation which can also affect salary. In addition, PT PIN needs to strengthen its marketing information system to support work motivation more effectively. These actions are expected to improve employee morale and the company's success.[16] Job satisfaction is a personal thing, where each individual can feel different levels of satisfaction. It can be understood as an emotional or affectivity reaction to various aspects of work. This suggests that job satisfaction does not have a single definition; a person may feel happy with one part of the job but unhappy with another. Job satisfaction also reflects general attitudes that arise from different views of job factors, personal traits, and social interactions outside the workplace. In a theory known as the Two-Factor Theory, Herzberg outlined that job satisfaction and job dissatisfaction are two separate and unrelated things on a spectrum. Through his research, Herzberg divided the factors that influence a person's attitude towards their job into two categories: exhilarators and inhibitors. The group of exhilarators, or motivators, includes factors that are known to be sources of job satisfaction, such as achievement, recognition, the nature of the work itself, responsibility, and opportunities for growth. Satisfier or intrinsic factors are the elements of motivation according to Herzberg's two-factor theory that increase morale by satisfying higher needs:

- a. The Work Itself - Tasks that are challenging and provide a sense of accomplishment can increase motivation.
- b. Opportunities for Advancement - Opportunities for growth in tasks and positions encourage employees to excel.
- c. Recognition/Reward - Recognition of achievement is more powerful to motivate than financial rewards.
- d. Success - Trust in performing tasks can increase a sense of responsibility and motivation.
- e. Responsibility - Trust in performing tasks can increase a sense of responsibility and motivation.

Success - Achieving targets in tasks can foster enthusiasm for the next challenge.

- e. Responsibility - Trust in carrying out tasks can increase a sense of responsibility and motivation.

[17] Factors that cause dissatisfaction

1. Salary: The payment received by employees needs to fulfill basic needs as well as higher needs. Wages should be fair, encouraging and developmental.
2. The job itself: Tasks should be interesting, provide opportunities to learn, and be responsible. Work that is too easy can be boring, while work that is too difficult can be stressful.
3. Promotion: The process of moving to a higher position, along with new duties and responsibilities, can affect employee job satisfaction.
4. Work team: Good relationships with supportive coworkers can increase job satisfaction.
5. Supervision: Supervisory styles from superiors who care and involve employees in decision-making can increase their satisfaction.
6. Working conditions: A good working environment makes it easier for employees to perform their duties and contributes to job satisfaction.

[18] This is in line with the views of Qisthian Rahadi¹ and Rozikan² who state that BMT employees' job satisfaction is more influenced by hygiene factors, especially interactions with colleagues and salaries that are considered sufficient. This opinion is different from Herzberg's theory, which

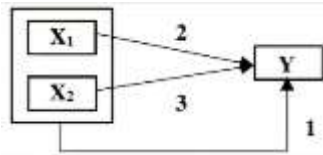
highlights motivational factors as the key to job satisfaction. In addition, a good working atmosphere and challenges in the job also enrich employee satisfaction.[19]High morale tends to improve employee outcomes, making them more enterprising, more focused and more committed to achieving goals. Morale also affects employee resilience when facing obstacles and problems at work. High job satisfaction usually has a favorable impact on employee outcomes. When employees are happy with their jobs, they tend to give their best. Job satisfaction can also reduce absenteeism and employee turnover, which in turn increases productivity. Morale and job satisfaction affect each other. High morale can increase job satisfaction, and vice versa, job satisfaction can also generate morale. Employees who feel valued and satisfied with their work tend to have a strong spirit to achieve company goals. Research by Yusifa Arifah and team with the title of the influence of work motivation and job satisfaction on employee performance shows that work motivation and job satisfaction variables have a positive impact on employee work results.[20]

Studies on work motivation and job satisfaction can simultaneously impact employee performance, but there are still few studies that combine these two variables to analyze their impact on employee performance. Therefore, this study is important as a new step towards understanding how work motivation and job satisfaction contribute to improving employee performance. In this study, work motivation is considered a variable influenced by internal factors, such as personal goals and the desire to develop, while job satisfaction is influenced by external factors, such as the work environment and company policies. The purpose of this study is to examine whether work motivation and job satisfaction affect employee performance in online stores in Surabaya. The hypotheses proposed in this study are: (1) there is an influence between work motivation and job satisfaction on employee performance, (2) there is an influence of work motivation on employee performance, and (3) there is an influence of job satisfaction on employee performance in online stores in Surabaya..

RESEARCH METHOD

The type of research in this study is quantitative correlation.[21]According to the quantitative approach, quantitative research is an effective way in science, which allows researchers to collect, analyze, and understand phenomena with high accuracy. If properly structured and analyzed, this method can provide valuable information in various fields of science. It is important to note that this is only one among many research methods available, and the selection of the method should be tailored to the problem and research objectives at hand. Correlational research is an approach used to find and measure the relationship between two or more variables without influencing or changing those variables (Faenkel and Wallen, 2008: 328). Through this analysis, researchers can understand the level and character of the relationship between variables, which can provide deep insights into the phenomenon being studied[22]

Pattern of Relationship between Variables



X1 = Work Motivation

X2 = Job Satisfaction

Y = Employee Performance

From the research design above, it can be seen that there are three problems to be proven in this study, namely:

1. Proving the relationship between work motivation and employee performance
2. Proving the relationship between job satisfaction and employee performance
3. Proving the relationship between work motivation and job satisfaction on employee performance

Population and Sample

In this study, purposive sampling method was applied to determine the sample to be studied. This method was chosen because it allows researchers to obtain respondents who fit certain criteria related to the research objectives. The sample consisted of 200 employees who work at various online stores in Surabaya. Sample selection criteria include: 1. Employees who work in online store companies - To ensure that respondents have direct experience in the work environment that is relevant to the research context. 2. Have at least one year of work experience - Employees with at least one year of experience are more likely to have a deeper understanding of motivation and job satisfaction as it relates to their performance. 3. Willing to participate in the research - Only employees who are ready to fill out the questionnaire will be selected to ensure that the data obtained is more valid and accurate. The use of purposive sampling method is done because the purpose of the research is not to generalize the entire population of online shop workers in Surabaya, but to better understand how motivation and job satisfaction affect employee performance in this sector. By considering the existing criteria, this method ensures that the data collected is relevant to the research objectives and can provide a more precise picture of the phenomenon being studied.

Data Collection Technique

The data collection technique in this study is to use a Likert scale model whose purpose is to collect the data needed by the researcher.

Work Motivation Instrument (X1)

The psychological scale of work motivation adopted from previous research where in its compilation refers to the aspects and indicators of Maslow's opinion. 1. Physical requirements. 2. The importance of security. 3. Welfare requirements. 4. The importance of self-confidence. The scale has 26 valid items and Cronbach's Alpha reliability value $\alpha = 0.896$. [23]

Job Satisfaction Instrument (X2)

The psychological scale of job satisfaction adopted from previous research where in its compilation refers to the aspects and indicators of opinion Two Factors Theory, Herzberg 1. salary, 2. work itself, 3. promotion, 4. work group, 5. supervisor, and 6. working conditions The scale has 36 valid items and Cronbach's Alpha reliability value $\alpha = 0.936$. [23]

Employee Performance Instrument (Y)

Quality, quantity, timeliness, and independence are the four criteria on which an employee performance scale based on previous research was built. There area total of 32 items in this scale, with 16 positive and 16 negative. The reliability test for the employee performance scale yielded a coefficient of 0.845 [24]

Data Analysis Technique

The data analysis of this study began with four assumption tests, namely linearity, homoscedasticity, multicollinearity, and normality. Following the four assumption tests, the researcher tested the hypothesis by analyzing the data using multiple regression to see how the dependent variable affects the independent variable. For this study, all data processing was done using SPSS for Windows version 25.

RESULTS AND DISCUSSION

Results

1. Data Description Test Results.

Table 1. Descriptive Data.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work Motivation	200	66	88	78,45	4,001
Jobs Saticfaction	200	94	120	108,11	4,687
	200	81	109	96,41	5,070
Valid N (listwise)	200				

The descriptive table shows that the data comes from 200 respondents with scores of Work Motivation (66-88, mean 78.45, SD 4.001), Job Satisfaction (94-120, mean 108.11, SD 4.687), and Employee Performance (81-109, mean 96.41, SD 5.070). The average value is close to the middle of the score range, and the relatively small standard deviation shows that the data is not too spread out, so the data distribution tends to be stable and does not have extreme variations.

2. Data Analysis Classical Assumption Test

Assumption testing, consisting of: (1) The test of normality ensures that the data of each variable is normally distributed, (2) The test of linearity evaluates whether the

relationship between variables X and Y is linear, (3) The test of multikollinearity checks whether the X variables do not have too strong a correlation, (4) The test of heteroskedasticity tests whether the X variables have unequal variances throughout the data.

A. Normality Test

The normality test is carried out to determine whether in the regression model, confounding or residual variables are normally distributed.[25] The normality test in this study was carried out using the Kolmogorov-Smirnov test with SPSS version 25. The results of the normality test can be summarized as follows: a. If the significance value is greater than 0.05, then the data is considered normally distributed. b. If the significance value is less than 0.05, then the data is considered not normally distributed.

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EmployeePerformance	,060	200	,080	,991	200	,223
WorkMotivation	,084	200	,002	,987	200	,072
JobSatisfaction	,067	200	,031	,989	200	,113

a. Lilliefors Significance Correction

The normality test using Kolmogorov-Smirnov and Shapiro-Wilk showed that all variables had a significance value ($p > 0.05$) on Shapiro-Wilk, so the data was considered to have a normal distribution and could be analyzed with parametric methods.

B. Multicollinearity Test

Multicollinearity test aims to detect whether there is a strong relationship between independent variables in the regression model. A good regression model should be free from multicollinearity, so that each independent variable can exert a unique influence without redundancy. To test the multicollinearity assumption, VIF (Variance Inflation Factor) and TOL (tolerance) are used. According to Imam Ghazali (2006), the following is the interpretation of these values. If the tolerance value is > 0.10 and $VIF < 10$, it can be concluded that there is no multicollinearity in the study. If the tolerance value is < 0.10 and $VIF > 10$, then there is a multicollinearity problem in the study [26].

Table 3. SPSS Multicollinearity Test Output

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	55,700	9,098		6,122	<,001		
	WorkMotivation	,206	,091	,163	2,273	,024	,897	1,115
	JobSatisfaction	,227	,078	,210	2,926	,004	,897	1,115

a. Dependent Variable: EmployeePerformance

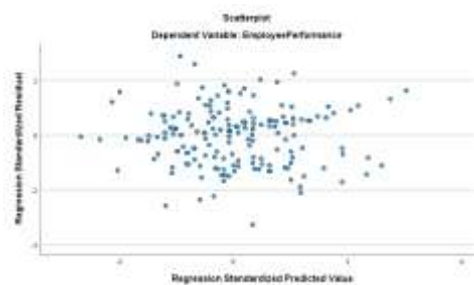
Based on the test table above, it is known that there are no multicollinearity symptoms, this can be seen in the tolerance value on both variables X1 and X2 of 0.897

and the VIF value for the two independent variables, namely work motivation and job satisfaction of 1.115, because the VIF value is less than 10.00 and the tolerance value is more than 1,000. So it can be concluded that the regression model does not have multicollinearity problems.

C. Homoscedasticity Test

Detection of heteroscedasticity in a linear regression model aims to check whether the variance of errors differs from one observation to another. This can be done by examining the plot between fitted values and studentized residuals (Nurmawati & Kismiantini, 2019). If the plot is random or patternless, then the assumption of homoscedasticity is met and there is no heteroscedasticity problem. However, if there is a certain pattern, then there is a heteroscedasticity problem (Astivia & Zumbo, 2019).[27]

Figure 2. SPSS Homoscedasticity Test



Based on the results of the homoscedasticity test in Figure 1 above, it is known that there is no clear pattern and the distribution of points is above and below the number 0. So it can be concluded that between variables there is an inequality of variance from the residuals on one observation to another.

D. Linearity Test

The linearity test aims to determine whether two or more variables have a significant linear relationship. This test is often used as a prerequisite in co-relation analysis or linear regression. Decision making is based on: If the probability value > 0.05 , then the relationship between variables (X) and (Y) is linear. If the probability value < 0.05 , then the relationship between variables (X) and (Y) is not linear [28]

Table 4. Test of Employee Performance with Work Motivation

		F	Sig.
Employee Performance (Y) * Pola (X1) Work Motivation (X1)	Between Groups	1.728	.033
	(Combined) Linearity	11. 318	.001
Deviation from Linearity		1.223	.243
Within Groups			
Total			

Based on the test analysis in the table above, the Sig. value of Deviation from Linearity is $0.243 > 0.05$. Thus it can be concluded that there is an influence between the independent variable of work motivation (X1) and the dependent variable of employee performance (Y) in the regression line equation is linear.

Table 5. Linearity Test of Employee Performance with Job Satisfaction

				F	Sig.
Employee Performance Between (Y) * Job Satisfaction (X2)	Groups (Combined) Linearity			1.426	.107
				14.304	.000
				Deviation from Linearity	.813
Within Groups					
Total					

Based on the linearity test analysis in Table 4, the Sig. Deviation from Linearity is 0.243 which is greater than 0.05. Thus, the regression equation shows a linear relationship between the independent variable Work Motivation (X1) and the dependent variable Employee Performance (Y). Furthermore, in Table 5, the results of the linearity test show that the value of Sig. Deviation from Linearity is $0.702 > 0.05$, which indicates a linear relationship between the variable Job Satisfaction (X2) and Employee Performance (Y).

1. First Hypothesis. First Hypothesis

Based on the regression analysis results in Table 7, the first hypothesis tested is that there is an influence between work motivation and job satisfaction on employee performance. The regression test results show that work motivation and job satisfaction together affect employee performance with a value of $F(2, 197) = 10.033$, $p < 0.05$. This means that the first hypothesis is accepted, which indicates that work motivation and job satisfaction have a significant influence on employee performance. Furthermore, based on Table 6 Model Summary, the value of $R^2 = 0.092$ is obtained, which means that the contribution of work motivation and job satisfaction to employee performance is 9.2%. The remaining 90.8% is influenced by other variables not examined in this study.

Table 6. R Square Results In The First Hypothesis Test

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				
						F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.304 ^a	.092	.083	4.854	.092	10.033	2	197	<.001	1.500

a. Predictors: (Constant), JobSatisfaction, WorkMotivation

b. Dependent Variable: EmployeePerformance

Table 7. F-test Results on the First Hypothesis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	472,804	2	236,402	10,033	<,001 ^b
	Residual	4641,751	197	23,562		
	Total	5114,555	199			

a. Dependent Variable: EmployeePerformance

b. Predictors: (Constant), JobSatisfaction, WorkMotivation

2. Second and third hypotheses

Based on the regression analysis results in Table 8, the second hypothesis tested is that there is an influence between work motivation on employee performance. The regression test results show that work motivation has a significant effect on employee performance with a value of ($\beta=0.163$, $t(199) = 2.273$, $p < 0.05$). This means that the second hypothesis is accepted, which indicates that work motivation has a significant influence on employee performance. Next, the third hypothesis tested is that there is an influence between job satisfaction on employee performance. The regression test results show that job satisfaction partially has a significant impact on employee performance with a value of ($\beta=0.210$, $t(199) = 2.926$, $p < 0.05$). Thus, the third hypothesis is also accepted, which indicates that job satisfaction has an influence on employee performance.

Table 8. Second and Third Hypothesis Test Results Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	55.700	9.098			6.122	.000
Work Motivation (X1)	.206	.091	.163		2.273	.024
Jobs Satisfaction (X2)	.227	.078	.210		2.926	.004

a. Dependent Variable: Employee Performance (Y)

Regression Line Equation

The regression equation is as follows:

$$Y = a + b_1x_1 + b_2x_2 \quad Y = 55.700 + 0.206X_1 - 0.227X_2$$

This equation shows that the constant is 55,700, which means that if the work incentive variable (X1) and the job satisfaction variable (X2) are both noil, the employee performance variable (Y) has a value of 55,700. The regression coefficient of the work motivation variable (X1) is 0.206, which means that a one-unit increase in work motivation (X1) will increase employee performance (Y) by 0.206 units, provided that all other independent variables remain unchanged. The regression coefficient of the job satisfaction variable (X2) is 0.227, which means that for every one-unit increase in job

satisfaction (X2), employee performance (Y) increases by 0.227 units, provided that all other independent variables remain constant.

Contribution Value of the Effectiveness of Independent Variables in Research

Table 9. Effectiveness Contribution of X1 and X2 Variables to Y

Variabel	Koefisien (Beta)	Regresi Koefisien Korelasi (Rxy)	R Square	Donations Effective
Work Motivation	0.163	0.230	0,092	3,749
Jobs Saticfaction	0.210	0.262		5,502

Based on the results of the analysis, the work motivation variable (X1) and job satisfaction (X2) together have an effective contribution to variable Y (employee performance), amounting to 3.749% on the work motivation variable (X1) and 5.502% on the job satisfaction variable (X2). Based on these results, it can be concluded that job satisfaction provides the largest contribution to employee performance.

Discussion

The results of this study show that both work motivation and job satisfaction have a positive and significant influence on employee performance in online shop companies in Surabaya. This is in line with the work motivation theory proposed by Maslow, in which the fulfillment of basic needs such as salary (physiological needs) and a sense of security at work (security needs) is an important factor in increasing employee motivation. In addition, Herzberg's two-factor theory also emphasizes that job satisfaction is influenced by intrinsic factors such as appreciation and recognition of employees' hard work.

Effect of Work Motivation on Employee Performance

The regression test results show that work motivation has a significant influence on employee performance ($\beta = 0.163$, $p < 0.05$). This finding confirms that the higher the work motivation of an employee, the higher his performance in completing the task. Factors that contribute to work motivation include a decent salary, a cooperative work environment, and the opportunity to develop and get recognition for work achievements.

This result is consistent with previous research by Yulisifa Arifah et al., which states that work motivation has a positive relationship with increasing employee productivity and work effectiveness. High motivation makes employees more enthusiastic, determined, and committed in carrying out their duties, which in turn has a positive impact on individual performance and the company as a whole[29]

Effect of Job Satisfaction on Employee Performance

In addition to work motivation, this study also showed that job satisfaction has a significant influence on employee performance ($\beta = 0.210$, $p < 0.05$). This means that employees who feel satisfied with their jobs tend to be more proactive, have lower absenteeism rates, and contribute more to the achievement of company goals

Factors that influence job satisfaction include clarity of tasks, good relationships with superiors and coworkers, opportunities for growth, and a supportive work environment. In accordance with Herzberg's theory, high job satisfaction will increase employees' intrinsic motivation, which then has an impact on improving performance.

Simultaneous Effect of Work Motivation and Job Satisfaction on Employee Performance

Simultaneously, work motivation and job satisfaction contribute to improving employee performance in online shop companies in Surabaya. This is confirmed by the R^2 value of 9.2%, which shows that work motivation and job satisfaction together have a contribution of 9.2% to employee performance, while the rest is influenced by other factors such as work environment, company management system, and organizational policies.

The results of this study indicate that online shop companies need to pay more attention to strategies to increase employee motivation and job satisfaction, such as: 1. Providing a fair reward system (salary, bonuses, performance incentives). 2. Creating a cooperative work environment (open communication, work-life balance). 3. Increase training and development opportunities for employees so that they have better career opportunities. 4. Provide appreciation for employee achievements, both in verbal and material form. By implementing this strategy, the company can increase employee motivation and job satisfaction, which in turn will have a positive impact on the overall performance and productivity of the company.

CONCLUSION

Fundamental Finding : This study found that work motivation and job satisfaction have a positive and significant influence on employee performance in online shop businesses in Surabaya. Individually, motivation enhances productivity and enthusiasm, while satisfaction fosters a supportive work environment and reduces turnover.

Implication : These findings imply that efforts to enhance motivation and satisfaction – such as through fair rewards, conducive work settings, and structured career development – can strengthen employee performance, ultimately improving business outcomes. **Limitation :** However, the relatively low R^2 value (0.092) indicates that only 9.2% of employee performance is explained by the studied variables, suggesting a substantial influence from other unexamined factors. **Future Research :** Therefore, further studies should explore additional variables such as leadership style, organizational culture, and management systems, ideally using a mixed-method approach to gain deeper insights into the broader determinants of performance in the digital commerce sector.

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