



## The Relationship Between Work Motivation and Job Satisfaction of Employees at PT Astra International Tbk

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**Abstract:** Important components of the industrial workplace include work motivation, job satisfaction, interpersonal relationships, and non-financial rewards. The purpose of this study is to look into how various motivational factors affect leaders' and employees' communication and cooperation, as well as how non-financial incentives and interpersonal relationships affect workers' job satisfaction and work motivation in the electronics manufacturing sector. Purposive sampling was used in the study to select 91 respondents who worked for Indonesian companies that manufactured electronics. Structural Equation Modelling (SEM) was used to analyse the data that was gathered, and the SmartPLS 3.0 analysis tool was helpful in this process. The findings indicate that employee work motivation is significantly impacted by non-financial incentives. In other words, offering non-monetary rewards by top business executives raises worker motivation. The study's results also demonstrate that interpersonal relationships have no appreciable impact on workers' motivation for their jobs. This indicates that employees' levels of motivation at work are not directly influenced by the interpersonal relationships that exist between them and their bosses. Additionally, the study discovered that employee job satisfaction is significantly impacted by work motivation.

**Keywords:** Relationships with others, Motivation at work, and Job satisfaction

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### INTRODUCTION

Because of the intense competition and ongoing rapid growth of the business world, industries need to have certain abilities in order to compete and thrive. Nowadays, developing interpersonal relationships among workers in the electronics manufacturing sector is crucial to reaching industrial objectives (Krishernawan, 2022). According to Yudani et al. (2023), inadequate interpersonal bonding is the inability or absence of close intimacy between two or more individuals. Social and economic goals can be achieved more easily or more difficultly depending on how people engage with one another (Krishernawan et al., 2022). For this reason, interactions between people are seen as important factors.

The millennial generation currently makes up the majority of workers in Indonesia's industrial sector who are of working age. Only 10.1% of Indonesian employees are engaged in the industry, according to surveys conducted there. That is, just one worker in ten who shares all donations and is deeply invested in the industry's development. The future expansion of Indonesia's manufacturing industry will suffer if this situation persists (Yudiani, 2022).

Many manufacturers are unaware of the important influence that employee involvement with the industry has on their level of loyalty. Data reveals that up to 34% of workers do not think others



should work at their current location. The majority of field research identifies the causes of low employee engagement, as reported by managers or supervisors. Remarkably, an Officevibe poll attempted revealed that 89% of sectors erroneously believe that workers quit to pursue higher salaries, but in fact only 12% of workers do so. Conversely, 75% of workers quit the industry due to issues with their supervisor rather than the work itself. Based on this discovery, the industry must better understand the important role that managers and leaders play in raising employee engagement in order to meet shared industry objectives (Yudiani, 2022).

This study intends to examine the degree to which various motivational factors can improve leaders' and employees' relationships of cooperation and communication. It is known that work motivation can raise job satisfaction in employees of the electronics manufacturing industry, and that non-financial incentive rewards and well-established interpersonal relationships can also increase work motivation in employees (Krishernawan et al., 2022).

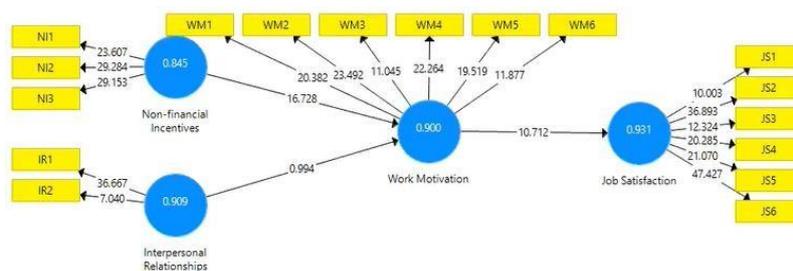
### METHOD

In order to collect research data, a survey process is used. Online questionnaires are distributed via social media, and respondents complete them by clicking on links to Google Forms posted on platforms like Facebook, Instagram, Telegram, and Whatsapp. Data was gathered over a period of about six months. Employees in the electronics manufacturing sector provide the illustrations for this study. The criteria for respondents included name, gender, age, and a minimum of six months of employment. The respondents' most recent learning was taken into consideration. The Structural Equation Modelling (SEM) method with SmartPLS (Hair, Joseph F. Hult et al., 2021) is the analytical technique used in this quantitative study. Aspect analysis was used by researchers with SPSS to assess validity and reliability. Cronbach's Alpha is a tool used to quantify dependability; a value closer to 1 indicates greater reliability. It is advised that there be at least five times as many study illustrations in the SEM analysis process as there are assertions. As a result, 91 respondents served as the number of drawings in this study.

### RESULTS AND DISCUSSION

A survey procedure is used to gather research data. Respondents fill out online surveys by clicking on links to Google Forms that are shared on social networking sites like Facebook, Instagram, Telegram, and Whatsapp. The collection of the data took place over roughly six months. Workers in the electronics manufacturing industry supply the study's illustrations. Name, gender, age, and a minimum of six months of employment were among the requirements for respondents. The most recent knowledge acquired by the respondents was taken into account. The quantitative analysis employed the Structural Equation Modelling (SEM) method using SmartPLS (Hair, Joseph F. Hult et al., 2021).

Using SPSS, researchers evaluated validity and reliability through aspect analysis. A measure for measuring dependability is Cronbach's Alpha, where a number nearer 1 denotes higher reliability. In the SEM analysis procedure, it is recommended that there be at least five times as many research



examples as statements. As a result, the sample size for this study consisted of 91 respondents, or drawings.

#### Figure 1. Path Diagram T- Value

A satisfactory fit is shown by the Quality Model test results. The R Square, Q Square Redundancy, and SRMR values all support the explanation. Tables 14, 15, and 16 in Appendix 5E include the whole set of data. Appendix 5E Table 13 displays the Path Coefficients obtained from the Structural Model test results.

## Discussion

The study noted and evaluated the dominant role of interpersonal bonds and non-financial incentives empirically. Interpersonal bonds and non-financial incentives on work motivation and job satisfaction. The present study delves deeper into the hypothesis (H1), which posits a noteworthy positive correlation between non-financial incentives and work motivation. Employee career development needs to be encouraged in order to preserve solid relationships, a strong sense of teamwork, and effective communication between leaders and staff. By giving workers the chance to further their own growth through acknowledgement of their achievements, this development is related to the intrinsic motivation element.

In this instance, study by Krisiherawam et al. (2022) indicated a positive correlation between employee motivation and non-financial incentives offered by organisational leaders.

Subsequently, the second hypothesis (H2) demonstrates that work motivation and interpersonal bond variables do not positively and significantly interact. Interpersonal relationships between leaders and employees are essential for creating a positive and safe work environment and achieving organisational goals. In order for workers and their managers to collaborate on positive projects and share ideas and experiences, strong relationships must be maintained. This strong relationship might motivate workers to complete tasks that are expected of them. The findings of this study contradict those of (Kotler & Armstrong, 2010). According to their research, positive work environments that foster interpersonal relationships between team members and value collaboration can boost employee motivation and performance. It also contradicts research from (Krisiherawan et al., 2022) that demonstrates a positive correlation between employee motivation within a team and the growth of effective communication among coworkers, which is linked to an improvement in positive interpersonal ties between employees and leaders.

## CONCLUSIONS

The researchers were able to reach the goals of this study by drawing pertinent conclusions from the study's findings and tried dialogue. The study effectively verified the predictions positing that non-monetary incentives exert a noteworthy and affirmative impact on the job motivation of employees. Interpersonal relationships did not, however, appear to significantly and favourably affect workers' motivation at work. Additionally, it was discovered that employee job satisfaction was positively and significantly impacted by work motivation. However, there are still certain gaps in this study that need to be filled in with more investigation. At first, this study's participants were restricted to workers in the electronics manufacturing sector who were employed as creation operators. Expanding the scope of future study to include personnel from diverse roles and manufacturing industry zones is advised in order to make the research object more representative and specialised.

Second, in order to save time and energy resources, this study use questionnaires as a measuring tool. reduce the time and energy spent on research. Nevertheless, there are drawbacks to using questionnaires: participants might not provide truthful and accurate responses, or they might complete the forms based on idealised rather than real-world scenarios. This may have an impact on how

accurate the study's findings are. In order to gather richer and more valid data, it is therefore vital to consider adopting more diversified information collection approaches in future study.

Thirdly, there's a chance that the variables examined and how they relate to one another may have been changed in this study, which could have limits. More relevant and varied variables can be added to future studies to create more significant indicators. This attempts to gather empirically a more thorough description. It is hoped that by addressing and overcoming these shortcomings, future studies will produce more thorough and reliable results to gain a deeper understanding of the impact of interpersonal relationships and non-financial incentives on work motivation, as well as the more comprehensive relationship between work motivation and employee job satisfaction.

This study can be implemented in actual industries and has important management ramifications. First, it has to do with non-monetary rewards that managers provide their staff. The industry can use non-financial incentives as a model since they are one of the factors that can motivate workers to work harder, be more disciplined, and take initiative in their work. Workers who receive non-financial incentives can also be more respectful of their superiors because they show that the leader values their work and respects their subordinates' performance. One type of non-financial incentive that leaders should offer to staff members is the distribution of prizes, work recognition, and training. Because employees' knowledge and abilities can be improved through the training offered by the industry. After that, the sector has to be recognised or awarded if it employs good people. Employee recognition and awards will encourage them to consistently share the finest practices in the sector. This makes the compensation highly significant.

Second, it is envisaged that the sector can strengthen the bonds that already exist between leaders and subordinates or between employees themselves. A strong tie amongst coworkers within the same organisation is referred to as interpersonal bonding. For coworkers to perform at their highest level, they need to have a unique bond. It is crucial for everyone to be honest with one another in order to create a strong bond and a great work environment. Relationships between coworkers are strengthened by interpersonal ties, such as the sharing of ideas, information, and experience. Additionally, people can develop a sense of respect for one another and learn to consider the opinions and contributions of others. Interpersonal relationships play a significant part in boosting employee motivation. Motivation is the internal drive that an individual has to meet their needs, accomplish goals, improve their work, and then contribute to the ongoing advancement of industry.

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The third is about motivation at work; using the appropriate incentive techniques can boost staff motivation to support industry goals and aid in their beginning and maintenance. Employees that are highly motivated will continue to act in a way that advances industry objectives. Employees that are motivated at work are more likely to be volunteerism and work with greater enthusiasm, which helps them to continue performing well in the field. keep on their strong work in the sector.

The fourth has to do with employee job satisfaction, which encourages people to give back more to the sector, lessens friction or issues, and promotes the growth of industrial businesses. Furthermore, beneficial outcomes from job satisfaction include higher industry profitability, higher

worker productivity and efficiency, lower employee attrition, and higher staff retention, which raises worker engagement. When workers are content with their positions, they will act in a constructive manner or take constructive actions towards their work. An improvement in performance, loyalty, and devotion to the firm are some of the positive outcomes and behaviours exhibited by employees in relation to their job satisfaction.

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