

# The Effect of Motivation and Job Satisfaction on the Performance of Employees at the Makassar Region V Airport Authority Office

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**Abstract.** *The performance of employees is a critical factor that defines the success of the organization, especially in the case of the agencies of the public service, which require greater efficiency and professionalism. However, the achievement of ideal performance cannot be separated with the role of motivation of work and job satisfaction of each employee. This paper aims to explore and examine the impact of work motivation and job satisfaction on employee performance at the Makassar Regional Airport Authority Office, both on a partial and simultaneous basis. The quantitative research design was selected, and the multiple linear regression analysis was used. The process of acquiring data was based on a structured questionnaire, which was administered to all the employees, with the help of a saturated sampling strategy. The outcomes of the analysis indicate that work motivation has a positive and significant influence on the employee performance, and job satisfaction has a positive and significant influence as well. The improvement in employee performance is more pronounced when both variables are taken together that is evidenced by an adjusted R-squared of 68.6. These results indicate that the role of employee motivation and satisfaction on organizational performance is significant and, therefore, the management of institutions must focus on developing methods that can enhance intrinsic and extrinsic motivation and the establishment of work environments that promote employee satisfaction to guarantee continued enhancement of organizational performance.*

**Keywords:** *Work Motivation, Job Satisfaction, Employee Performance, Human Resource Management*

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## INTRODUCTION

Employee performance remains one of the most essential determinants of organizational effectiveness, particularly in public sector institutions where service delivery, regulatory compliance, and operational reliability are directly tied to the quality of human resources (El-Ghalayini, 2017; Tensay & Singh, 2020; Kim, 2010; Xatse & Naong, 2025). Scholars widely agree that the performance of employees is not solely a function of technical skills but is also shaped by psychological, environmental, and organizational factors that influence how individuals behave and contribute within the workplace (Atatsi et al., 2019; Diamantidis & Chatzoglou, 2019; Almatrooshi et al., 2016; Norton et al., 2015). Among these factors, work motivation and job satisfaction consistently emerge as central predictors of performance outcomes across diverse occupational contexts (Humphrey et al., 2007; Kanfer et al., 2017). Understanding these

relationships is therefore indispensable for institutions that operate under strict performance standards and public accountability demands.

Work motivation is broadly viewed as the internal and external forces that initiate, direct, and sustain work-related behavior (Van et al., 2021; Gagné & Deci, 2005). High levels of motivation are often associated with enhanced commitment, persistence, and discretionary effort attributes that directly contribute to improved employee performance (Meyer et al., 2004; Sharafizad & Redmond, 2020; Yun et al., 2007; Kuvaas, 2006). Ilies & Judge (2004) said that, job satisfaction, on the other hand, reflects an employee's positive emotional state resulting from the appraisal of their job and work experiences. Numerous empirical studies show that satisfied employees tend to be more engaged, productive, and loyal, while dissatisfaction is linked to absenteeism, turnover intention, and lower performance (Memon et al., 2021; Nugroho et al., 2023). Together, motivation and job satisfaction are often positioned as complementary psychological constructs that shape how employees respond to organizational demands and challenges (Judge et al., 2023; Demerouti & Bakker, 2023; De et al., 2018).

Despite the large body of research, scholarly findings on the strength and nature of these relationships remain inconsistent across industries and institutional settings. Several studies report strong and direct effects of motivation and job satisfaction on performance (Sutrisno et al., 2016; Kirana et al., 2024), while others suggest that contextual factors such as leadership, work environment, job design, and organizational culture moderate these relationships. These mixed findings indicate that motivational and satisfaction-related mechanisms may operate differently depending on the organizational context, task complexity, and structural conditions within the workplace.

The context of the Makassar Region V Airport Authority Office offers a compelling environment for examining these dynamics. As a technical implementation unit under the Ministry of Transportation, the Airport Authority carries the responsibility for aviation regulation, oversight, and operational monitoring functions that require high levels of precision, coordination, and compliance (Handayani & Setiadi, 2024). Employees routinely handle complex administrative and operational tasks related to safety assurance, security monitoring, service standard enforcement, and technical aviation regulations. Such duties are associated with high workloads, dynamic operational demands, and substantial public accountability pressures, characteristics that often heighten the significance of motivation and satisfaction in sustaining performance under stress (Ernawati & Rochmah, 2019).

Internal reports and previous institutional assessments indicate that employees at the Airport Authority Office frequently encounter issues such as workload intensity, limited facilities, structural bureaucracy, and interpersonal coordination challenges factors commonly associated with fluctuations in job satisfaction and performance (Ahmad et al., 2022; Jelatu, 2024). Moreover, although the institution has implemented various improvement initiatives, including training programs, development pathways, and disciplinary systems, evidence suggests that employees may still experience disparities in recognition, career progression, and perceived fairness key components closely related to motivational and satisfaction outcomes. However, these observations have largely remained descriptive and have not been empirically examined through a structured analysis that explicitly links motivation, satisfaction, and performance within this specific regulatory environment.

A review of existing empirical research reveals that studies focusing on airport authority institutions in Indonesia remain limited. While Sinniah et al. (2022), Breaugh et al. (2018), Taylor & Westover (2011) conducted an investigation involving work motivation and discipline within the same office, the interplay between motivation, job satisfaction, and performance has not been thoroughly investigated in a single integrated model. Given the high operational stakes of aviation oversight including passenger safety, infrastructure reliability, and compliance with national and international standards understanding the psychological drivers of employee performance is

both theoretically and practically significant. This gap highlights the need for a focused study that examines how motivation and job satisfaction influence the performance of employees working in such a demanding public service environment.

Given the vital role of the Airport Authority in ensuring safe, secure, and efficient aviation processes, strengthening employee performance becomes not just an internal managerial priority but also a national public service imperative. Improved understanding of how motivational factors and satisfaction levels contribute to performance outcomes can assist managers in designing more effective human resource strategies, enhancing organizational commitment, and optimizing service delivery. Therefore, developing empirical evidence within this context will contribute to filling a relevant scholarly gap while offering practical insights for public sector human resource management, particularly in aviation regulatory institutions.

## **METHODS**

### **Research Design**

According to Sugiyono (2016), research methodology is essentially a scientific way of obtaining data with specific purposes and benefits. In this study, the researcher employs a quantitative method. Sugiyono (2016) describes the quantitative approach as a traditional method because it has long been used and has become common practice in research. It is also known as the positivistic method, which is based on the philosophy of positivism. As a scientific method, it fulfills the principles of being concrete/empirical, objective, measurable, rational, and systematic. Furthermore, this method is often referred to as the discovery method, since it enables the identification and development of new knowledge and technologies. It is called quantitative because the data collected are expressed in numerical form and analyzed using statistical techniques.

### **Research Location and Period**

The research was conducted at the Office of the Airport Authority Region V Makassar, located at Jl. Otoritas Bandara No. 5, Baji Mangngai, Mandai District, Maros Regency, South Sulawesi. The data collection process was carried out from May 2025 until July 31, 2025.

### **Population and Sample**

According to Sugiyono (2016), a population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn. The population in this study comprises all employees of the Office of the Airport Authority Region V Makassar, totaling 161 employees. Sugiyono (2016) defines a sample as a portion of the number and characteristics possessed by the population. When the population is too large and it is not feasible to study all members due to limitations of time, energy, and resources, researchers take samples to represent the population. This study employed a purposive sampling technique. According to Sugiyono (2016), purposive sampling is a method of determining the sample based on specific considerations, ensuring that the data collected adequately represent the population. This technique is particularly suitable for quantitative studies that do not emphasize generalization (Sugiyono, 2016).

### **Types and Sources of Data**

The study utilizes two types of data: quantitative data and qualitative data. Quantitative data were obtained from questionnaires distributed to respondents and analyzed statistically. Meanwhile, qualitative data were collected from literature studies and interviews related to the research variables. The sources of data in this study are divided into two categories, namely primary and secondary data. Primary data were obtained directly from respondents through questionnaires distributed to employees of the Office of the Airport Authority Region V Makassar. These questionnaires were designed to capture employees' perceptions, experiences, and

assessments related to the research variables, ensuring that the information reflects actual conditions in the organization. Meanwhile, secondary data were collected from external sources such as company documents, annual reports, and relevant literature that support and complement the findings from the primary data. The combination of these two sources provides a more comprehensive and reliable foundation for analysis, as the primary data offer first-hand insights while the secondary data contribute contextual depth and validation.

### **Data Collection Techniques**

Two techniques were employed in this study to ensure the collection of valid and reliable data. The first technique was the use of questionnaires, which served as the main instrument for data collection. These questionnaires contained structured questions designed to measure the core research variables, namely work motivation, job satisfaction, and employee performance. By employing a standardized set of questions, the study was able to obtain consistent responses that reflect the perceptions and experiences of the participants. The second technique was a literature study, which involved a comprehensive review of relevant theories, previous research findings, and reference materials drawn from books, journal articles, and official reports. This technique provided the theoretical foundation and conceptual support necessary to strengthen the overall framework of the study. Together, these two techniques ensured that the research was grounded both in empirical evidence and in established scholarly knowledge.

### **Research Instruments**

The primary research instrument is a questionnaire designed to measure work motivation, job satisfaction, and employee performance. Each item was constructed based on theoretical indicators and measured using the Likert scale.

### **Data Analysis**

The data were analyzed using multiple linear regression analysis with the assistance of SPSS software (Statistical Package for the Social Sciences). This method was chosen to examine the influence of independent variables (work motivation and job satisfaction) on the dependent variable (employee performance). The validity test was conducted to ensure that the questionnaire items accurately measure the intended variables. Construct validity was applied to confirm that each item reflects the theoretical dimensions being measured. The reliability test was performed using Cronbach's Alpha to assess the internal consistency of the questionnaire. A Cronbach's Alpha value greater than 0.70 indicates that the instrument is reliable.

### **Classical Assumption Tests**

Several classical assumption tests were conducted to ensure the validity of the regression model. The normality test was first performed to determine whether the residuals were normally distributed, using histogram plots, Q-Q plots, as well as statistical tests such as the Kolmogorov-Smirnov and Shapiro-Wilk tests. Next, a multicollinearity test was carried out to assess the correlation among independent variables. This was measured through the Variance Inflation Factor (VIF) and tolerance values, where a VIF greater than 10 or a tolerance value below 0.1 would indicate the presence of multicollinearity. Lastly, a heteroscedasticity test was applied to check whether the variance of residuals remained constant. This was examined using the Breusch-Pagan test, the Glejser test, and residual plots, where the detection of non-constant variance would suggest heteroscedasticity.

### **Multiple Linear Regression Analysis**

Multiple regression analysis models the relationship between one dependent variable and two or more independent variables. Correlation analysis was employed to examine the strength and direction of the relationships between variables. Pearson's Correlation Coefficient ( $r$ ) was used as the primary measure, indicating the degree of linear association between two variables, with values ranging from -1 to +1. A positive value reflects a direct relationship, while a negative

value indicates an inverse relationship. In addition to Pearson’s correlation, the study also utilized the Partial Correlation Coefficient, which allows for the assessment of the relationship between one independent variable and the dependent variable while controlling for the influence of other independent variables. This approach provides a more accurate understanding of the unique contribution of each variable within the model. variables.

### Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination was used to measure the proportion of variance in the dependent variable that can be explained by the independent variables. A value closer to 1 indicates that the model has strong explanatory power, while a value closer to 0 reflects weak explanatory power (Ghozali, 2018). To further test the hypotheses, both partial and simultaneous tests were conducted. The partial test (t-test) was applied to determine the significance of each independent variable on the dependent variable individually. If the calculated *t* value (*tcount*) is greater than the critical *t* value (*ttable*), then the independent variable has a significant effect on the dependent variable. Meanwhile, the simultaneous test (F-test) was conducted to evaluate whether all independent variables together significantly influence the dependent variable. If the significance level of the calculated *F* value (*Fcount*) is less than 0.05, the regression model can be considered statistically significant.

## RESULTS AND DISCUSSION

In this chapter, the research findings regarding the influence of Work Motivation and Job Satisfaction on Employee Performance at the Office of the Airport Authority Region V Makassar are presented and explained. The data were obtained through questionnaires distributed to 116 employees of the Airport Authority Region V Makassar. The sampling was determined as follows: To test the hypotheses developed in this research, data were collected from 116 employees of the Airport Authority Region V Makassar. Respondent characteristics were categorized by gender, age, education level, years of service, and job position.

Table 1. Respondent Identity

Category	Classification	Frequency	Percentage (%)
Gender	Male	69	59.4
	Female	47	40.6
Years of Service	< 2 Years	28	24.1
	3–4 Years	19	16.3
	5–6 Years	14	12.1
	> 6 Years	55	47.5
Education Level	High School	48	41.3
	Bachelor (S1)	54	46.6
	Master/Doctorate	14	12.1
Age	20–30 Years	53	45.6
	31–40 Years	42	36.2
	41–50 Years	20	17.2
	> 50 Years	1	0.8
Position	Functional	41	35.3
	Non-Executive	65	56.0
	Structural	10	8.6
Total	Respondents	116	100

The respondents consisted of 59.4% male and 40.6% female employees. In terms of work tenure, the majority had worked for more than 6 years (47.5%), followed by less than 2 years (24.1%), 3–4 years (16.3%), and 5–6 years (12.1%). This suggests that most respondents had relatively long working experience in the institution. Regarding education, the majority held a Bachelor’s degree (46.6%), followed by High School graduates (41.3%), and Master/Doctorate

(12.1%), reflecting an educational level supportive of employee performance. In terms of age, most respondents were 20–30 years old (45.6%), showing that a large portion of employees are in their productive years with high contribution potential. The distribution of job positions shows that the majority were in non-executive roles (56.04%), followed by functional staff (35.3%), and only 8.6% in structural (managerial) positions. This indicates that the organizational structure is dominated by operational and administrative roles, with relatively fewer employees holding leadership responsibilities.

Table 2. Descriptive Statistics of Research Variables

Variable	N	Mean	Min	Max	Variance	Std. Deviation
Y	116	44.19	25.00	50.00	29.46	5.42
X1	116	43.37	28.00	50.00	25.62	5.06
X2	116	43.64	25.00	50.00	31.30	5.60

The average score for employee performance (Y) was 44.19, with values ranging from 25.00 to 50.00, indicating that employee performance is generally high. The variance (29.46) and standard deviation (5.42) show moderate data dispersion. Work motivation (X1) had a mean of 43.37, with a range between 28.00 and 50.00, suggesting high motivation levels among employees, though some displayed relatively lower motivation. The variance (25.62) and standard deviation (5.06) indicate relatively stable data distribution. Job satisfaction (X2) recorded the highest variability, with a mean of 43.64, variance of 31.30, and standard deviation of 5.60, implying that employees' perceptions of job satisfaction varied more compared to the other variables. Overall, employees generally had high motivation and job satisfaction, consistent with their high-performance levels. However, the variation in job satisfaction should be noted, as it may affect performance outcomes.

Table 3. Respondent Identity

Variable	Cronbach Alpha	Result
Work Motivation (X1)	0.894	Reliable
Job Satisfaction (X2)	0.936	Reliable
Employee Performance (Y)	0.892	Reliable

All research variables in this study demonstrated Cronbach's Alpha values greater than 0.70, which is widely considered the threshold for acceptable reliability in social science research. This indicates that the questionnaire items used to measure work motivation, job satisfaction, and employee performance were consistent and dependable in capturing the intended constructs. According to Nunnally and Bernstein, an Alpha value above 0.70 signifies that the scale possesses high internal consistency, meaning that the items within each variable are strongly correlated and measure the same underlying dimension. Reliability at this level reduces measurement error and enhances the accuracy of the research findings, ensuring that subsequent analyses such as correlation and regression are based on valid and stable data. Therefore, the reliability test results confirm that the instruments employed in this study were robust and appropriate for further statistical testing.

Table 4. Normality Test Results

Test Statistic	Sig. (2-tailed)
0.128	0.000

The Kolmogorov-Smirnov (K-S) test was conducted to assess the normality of the data. The results showed a significance value of 0.000, which is less than 0.05, indicating that the data do not follow a perfectly normal distribution. In classical statistics, this would suggest a violation of the assumption of normality required for parametric tests such as regression. However, it is important to note that the K-S test is highly sensitive to large sample sizes, often leading to the rejection of the null hypothesis of normality even when deviations from normality are relatively

minor and not practically problematic (Knief & Forstmeier, 2021; Midway & White, 2025; Pearce & Derrick, 2019; Shatz, 2024).

In this study, the sample size consists of 116 respondents, which exceeds the minimum threshold ( $n > 30$ ) for the application of the Central Limit Theorem (CLT). According to the CLT, when the sample size is sufficiently large, the sampling distribution of the mean tends to approximate normality regardless of the shape of the population distribution (Aziz et al., 2025; Fukuda, 2024). Therefore, although the K-S test indicates non-normality, the relatively large sample size allows the data to be considered approximately normal. This makes it statistically acceptable to proceed with regression analysis, as minor deviations from normality are unlikely to significantly bias the results or reduce the validity of the conclusions.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF	Result
Work Motivation	0.278	3.594	No Multicollinearity
Job Satisfaction	0.278	3.593	No Multicollinearity

The results of the multicollinearity test showed that all independent variables had tolerance values greater than 0.10 and Variance Inflation Factor (VIF) values below 10. These thresholds are widely accepted criteria for determining the absence of multicollinearity. A tolerance value reflects the proportion of variability in an independent variable that is not explained by other independent variables in the model. Thus, a tolerance value lower than 0.10 would suggest that the variable shares a high degree of variance with other predictors, indicating possible redundancy. Similarly, a VIF value greater than 10 is often regarded as an indication that a predictor variable has a strong linear relationship with other predictors, which can inflate standard errors and weaken the reliability of regression coefficients (Tay, 2017; Kock & Lynn, 2012). In this study, since all tolerance values exceeded 0.10 and all VIF values remained below 10, it can be concluded that multicollinearity is not a concern. This means that each independent variable contributes uniquely to the regression model without overlapping excessively with the explanatory power of other variables. The absence of multicollinearity ensures that the regression estimates are stable, reliable, and valid for further hypothesis testing.

Table 6. Glejser Test Results

Variable	t	Sig.
Constant	6.318	0.000
Work Motivation	-0.708	0.481
Job Satisfaction	-2.250	0.226

The results of the heteroscedasticity test showed that both independent variables had significance values greater than 0.05. According to the Glejser test and regression assumptions, significance values above the 0.05 threshold indicate that the residuals are distributed consistently across all levels of the independent variables. In other words, the variance of the residuals remains constant and does not systematically increase or decrease as the values of the independent variables change.

This finding implies that the regression model satisfies the assumption of homoscedasticity, which is one of the key requirements for the validity of ordinary least squares (OLS) regression. When heteroscedasticity is absent, the standard errors of the regression coefficients are unbiased and efficient, ensuring that hypothesis testing results are accurate and trustworthy. Conversely, if heteroscedasticity were present, it could lead to inefficient estimators and misleading significance tests.

Table 7. Regression Analysis Results

Variable	B	Std. Error	Beta	t	Sig.
Constant	6.499	2.482	-	2.619	0.010

Work Motivation	0.346	0.107	0.323	3.230	0.002
Job Satisfaction	0.520	0.097	0.537	5.376	0.000

The regression analysis results provide important insights into the factors influencing performance. The constant value of 6.499 indicates the predicted baseline level of performance when both independent variables, namely Work Motivation ( $X_1$ ) and Job Satisfaction ( $X_2$ ), are equal to zero. Although in practice it is rare for motivation and satisfaction to be completely absent, the constant provides a useful reference point for understanding how much of the performance score is explained by the regression model independent of these predictors.

Work Motivation ( $\beta = 0.346$ ) shows a positive and significant influence on performance. This means that for every one-unit increase in work motivation, performance is expected to increase by 0.346 units, assuming job satisfaction remains constant. The positive coefficient confirms that higher motivation encourages employees to put in greater effort, maintain persistence, and demonstrate stronger commitment to achieving organizational goals, which directly enhances overall performance (Hanaysha & Majid, 2018; Aarabi et al., 2013). This finding aligns with Herzberg's motivation-hygiene theory, which suggests that motivation factors play a direct role in increasing work output and effectiveness.

Job Satisfaction ( $\beta = 0.520$ ) also has a positive and significant influence on performance, with a stronger coefficient compared to motivation. This indicates that for every one-unit increase in job satisfaction, employee performance is expected to increase by 0.520 units, controlling for motivation. The larger coefficient highlights that satisfaction covering aspects such as fair compensation, supportive work environment, recognition, and career development contributes more strongly to performance than motivation alone. Satisfied employees are more likely to stay engaged, reduce absenteeism, and display higher productivity (Merrill et al., 2013).

Table 8. F-Test Results

Source	SS	df	MS	F	Sig.
Regression	2325.943	2	1162.971	123.686	0.000
Residual	1062.497	113	9.403		
Total	3388.440	115			

The results of the F-test provide strong evidence regarding the joint influence of the independent variables on employee performance. The calculated F value of 123.686 with a significance level of  $p = 0.000$  ( $<0.05$ ) indicates that the overall regression model is statistically significant. In other words, work motivation and job satisfaction, when considered together, contribute meaningfully to explaining variations in employee performance. This means that the regression model as a whole provides a good fit for the data and is reliable for predicting performance outcomes.

The significance of the F-test confirms that at least one of the independent variables included in the model work motivation or job satisfaction has a real impact on the dependent variable. Since both predictors were also found to have positive and significant individual effects in the coefficient analysis, the F-test strengthens the conclusion that their combined effect is not due to chance. In practice, this result underscores the importance of adopting a holistic approach in human resource management: focusing solely on motivation without addressing job satisfaction, or vice versa, would not be sufficient to maximize employee performance.

The large F value (123.686) further highlights the robustness of the model, suggesting that the independent variables explain a substantial portion of the variance in performance. This aligns with prior research emphasizing that organizational performance is most effectively enhanced when both motivational drivers (such as achievement recognition, goal-setting, and intrinsic rewards) and job satisfaction factors (such as work environment, fairness, and opportunities for advancement) are jointly addressed.

Table 9. Determination Coefficient Results

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error
1	0.829	0.686	0.681	3.066

The regression analysis produced an Adjusted R<sup>2</sup> value of 0.681, which indicates that 68.1% of the total variance in employee performance can be explained by the two independent variables work motivation and job satisfaction. This is a relatively high explanatory power in social science research, where human behavior is typically influenced by multiple, often complex, factors. The finding suggests that these two predictors play a central role in shaping performance outcomes, highlighting their strategic importance in organizational management. At the same time, the remaining 31.9% of the variance is attributable to other variables not included in the model, such as leadership style, organizational culture, employee competencies, work environment conditions, or external influences like economic stability and labor market conditions. This points to potential avenues for further research to identify and integrate additional factors that contribute to performance.

The model also yielded an R value of 0.829, which reflects the multiple correlation coefficient. This value indicates a strong positive relationship between the combined predictors (motivation and satisfaction) and employee performance. In practical terms, it means that higher levels of motivation and job satisfaction are consistently associated with better employee performance outcomes. The strength of this correlation underscores the reliability of the model in capturing the dynamics of workplace productivity.

Moreover, the combination of a high Adjusted R<sup>2</sup> and strong R value suggests that the model is both statistically robust and practically meaningful. From an applied perspective, organizations can be confident that efforts directed toward improving employee motivation through intrinsic and extrinsic incentives, career development opportunities, and recognition systems alongside enhancing job satisfaction through supportive work environments, fair compensation, and work-life balance will have a tangible impact on improving performance levels.

Table 10. t-Test Results

Variable	B	Std. Error	Beta	t	Sig.
Constant	6.499	2.482	-	2.619	0.010
Work Motivation	0.346	0.107	0.323	3.230	0.002
Job Satisfaction	0.520	0.097	0.537	5.376	0.000

The results of the t-test analysis demonstrate that Work Motivation ( $t = 3.230 > 1.658$ ,  $p = 0.002$ ) has a statistically significant positive effect on employee performance. The fact that the t-value exceeds the critical value and the p-value is well below the 0.05 threshold confirms that motivation contributes meaningfully to performance outcomes. This suggests that when employees are driven whether by intrinsic factors such as personal achievement and recognition, or by extrinsic factors such as salary incentives and career advancement opportunities they are more likely to perform their tasks efficiently and achieve organizational goals. Motivation, therefore, functions as an important psychological driver that enhances focus, persistence, and effort in the workplace.

Similarly, the analysis shows that Job Satisfaction ( $t = 5.376 > 1.658$ ,  $p = 0.000$ ) also has a significant and positive effect on employee performance, and the influence is stronger compared to motivation. The higher t-value and extremely small p-value indicate that satisfaction exerts a more dominant role in explaining variations in performance. Employees who are satisfied with their jobs due to fair compensation, a supportive work environment, opportunities for career growth, and positive workplace relationships tend to be more engaged, committed, and productive. Job satisfaction not only reduces turnover intention and absenteeism but also fosters organizational citizenship behaviors, which further enhance overall performance.

The comparative strength of job satisfaction over motivation in this study suggests that while motivation is crucial in initiating and sustaining employee effort, the long-term stability and consistency of high performance are more closely tied to how satisfied employees feel in their roles. This aligns with Herzberg's Two-Factor Theory, which emphasizes that job satisfaction factors (motivators and hygiene elements) have a profound effect on employee performance and retention. It also echoes findings in organizational behavior literature that job satisfaction is often a stronger predictor of sustainable performance outcomes compared to short-term motivational triggers (Abdelhamied et al., 2023; Fardiansyah et al., 2025).

### **The Effect of Work Motivation on Employee Performance**

The results of the t-test indicate that Work Motivation has a positive and significant effect on Employee Performance. This is evidenced by a significance value of  $0.002 < 0.05$  and a regression coefficient of 0.346, which means that every increase in Work Motivation leads to an increase in Employee Performance by 0.346 units, assuming other variables remain constant. In other words, the higher the motivation of employees, the better their performance will be. These findings are in line with Herzberg's Motivation Theory, which states that motivator factors such as achievement, recognition, and challenging work can drive higher levels of performance. This result is also consistent with the study by Sutrisno (2016), who found that work motivation significantly influences employee performance. Thus, organizations should pay close attention to motivational aspects such as recognition, opportunities for self-development, and the creation of a supportive work environment. Similarly, research by Kirana et al. (2024) also confirms that work motivation plays a crucial role in improving employee performance, particularly in government institutions. In this context, motivation acts as an internal driving force that encourages employees to contribute optimally to the achievement of organizational goals.

### **The Effect of Job Satisfaction on Employee Performance**

The findings also reveal that Job Satisfaction has a positive and significant effect on Employee Performance. This is demonstrated by a significance value of  $0.000 < 0.05$  and a regression coefficient of 0.520, indicating that each increase in Job Satisfaction enhances employee performance by 0.520 units. This implies that employees who are satisfied with their jobs, work environment, and organizational system tend to be more productive, responsible, and committed. This result supports Herzberg's Two-Factor Theory, which emphasizes that high job satisfaction is associated with internal conditions that motivate individuals. The findings are further reinforced by Inayat & Jahanzeb (2021), who found that job satisfaction significantly affects the performance of public sector employees. Job satisfaction is often reflected in employees' perceptions of a supportive physical work environment, including comfortable office facilities, cleanliness, and workplace safety. Such conditions foster a conducive work atmosphere that encourages employees to work more productively and focus on their tasks. Moreover, harmonious relationships with colleagues also enhance job satisfaction by creating a positive work climate that motivates both individual and team performance. Therefore, government institutions need to prioritize employee well-being and provide a conducive work environment to sustain high levels of job satisfaction and performance.

### **The Effect of Work Motivation and Job Satisfaction on Employee Performance Simultaneously**

Simultaneous testing using the F-test shows that Work Motivation and Job Satisfaction together have a significant effect on Employee Performance. This is supported by the F-value of 123.686 with a significance of  $0.000 < 0.05$ . This indicates that the combination of motivation and satisfaction jointly explains variations in employee performance. Furthermore, the Adjusted  $R^2$  value of 0.681 reveals that these two variables explain 68.1% of the variance in performance, while the remaining 31.9% is explained by other factors not examined in this study. This finding suggests that motivation and satisfaction are complementary factors in enhancing employee performance. The results are consistent with studies by Widiastuti et al. (2018) which concluded

that both work motivation and job satisfaction significantly influence employee performance across public and private sector organizations. Therefore, effective human resource management should adopt a holistic approach that integrates both motivation and job satisfaction strategies to maximize employee potential and organizational success.

## CONCLUSION

Work motivation has a significant impact on employee performance at the Makassar Region V Airport Authority Office. The higher an employee's work motivation, the better their performance. Job satisfaction also has a significant impact on employee performance. Employees who are satisfied with their jobs will demonstrate more optimal performance, discipline, and responsibility in carrying out their duties. Work motivation and job satisfaction simultaneously have a significant impact on employee performance. These two variables together contribute 68.1% to the variation in employee performance, while the remainder is influenced by other factors not examined in this study.

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