

Employee Motivation and Communication's Influence on Job Satisfaction and How It Affects PT. Putra Mahkota Ganda Mekar Employee Performance

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Abstract: This study investigates the direct and indirect influence of employee motivation, communication, and job satisfaction on employee performance. The location of the research was conducted at PT. Putra Mahkota Ganda Mekar. This study uses a quantitative method with a descriptive approach. The location of the study was conducted at PT Putra Mahkota Ganda Mekar. Data analysis used multiple linear regression with the help of *SPSS 22.0* for windows software. The findings show that motivation and communication have a direct positive effect on job satisfaction. Motivation and job satisfaction have a direct positive effect on employee performance. Job satisfaction and motivation have a direct positive effect on employee performance are accepted. Indirectly, motivation and communication have a positive and significant effect on employee performance. It can be concluded that employee motivation and communication can support the improvement of the company's employee performance. Therefore, it is very important to improve motivation and communication that is in accordance with the needs in their company for the achievement of corporate goals.

Keywords: Employee Performance, Job Satisfaction, Employee Communication, Job Motivation..

INTRODUCTION

The success of an organization in managing its human resources greatly determines the success of achieving organizational goals. Every organization will always strive to improve the performance of its employees, with the hope that what the company's goals will be achieved. The most important resource for a company or organization is human resources, namely people who have given their energy, talent, creativity and effort to the organization (Handoko, 2017; Murti, 2021). Employees are an important resource for a company because they have the talent, energy and creativity that are needed by the company to achieve its goals (Mathis & Jakson, 2017; Sawitri & Astuty, 2018; Yolanda, 2017).

As an infrastructure company engaged in the concrete industry and construction services in Indonesia, PT Putra Mahkota Ganda Mekar is well aware of the important role of human resources. As Capital Capital in the company as a form of seriousness in strengthening its existence in the world of construction, the company PT Putra Mahkota Ganda Mekar requires every employee to be more active and productive in every task carried out. Incentives are a form of stimulation or encouragement that is good in doing work. As is the case with PT Putra Mahkota Ganda Mekar with incentives, it is hoped that it can increase

employee motivation, reduce the level of attendance and labor turnover. So that this can encourage employees to work more actively, enthusiastically and full of responsibility for their work. Especially now that economic growth in Indonesia is experiencing turmoil and high competitiveness (Halilintar, 2018). The development of the incentive percentage for 5 years from 2015 to 2019. In 2019, there has been a decrease in incentives because the amount of production has decreased significantly every year.

In 2016 it was 36.6%, in 2017 it was -11.76%, in 2018 it was 14.2%, and in 2019 there was a significant decrease in incentive costs, namely 9.53% of incentive costs. Initial observations show that the provision of incentives to PT Putra Mahkota Ganda Mekar is unstable. This shows that work motivation decreases, there is employee dissatisfaction which affects the company's performance. Regarding the communication that occurs between employees and leaders, it is an important means for leaders to provide targeted motivation with the aim of providing a comfortable effect for employees so that in working it can have a good effect in achieving the company's goals to develop, To achieve a quality human resource cannot be separated from a person's motivation to work. Without positive motivation, the quality itself will not be achieved.

Table 1. Frequency of Attendance Meeting of PT Putra Mahkota Ganda Mekar Leadership Year 2015 – 2019

Year	Number of Employees	Meeting Frequency	Sum Employee Attendance	Growth (%)
2015	152	6	45	13
2016	148	6	38	15,7
2017	140	6	43	13,9
2018	146	6	32	18,3
2019	143	6	34	17,6

Source: PT Putra Mahkota Ganda Mekar

From table 1, it is known that the number of employee attendance meetings of PT Putra Mahkota Ganda Mekar every year has decreased with an increase in the growth rate, this can describe poor communication and cause a decrease in job satisfaction and employee performance. Communication in this study is the process of

interaction between leaders and employees in terms of delivering orders, information, suggestions and company objectives that are oral or written in order to prevent mistakes from occurring (Mangkunegara, 2019). The following is a table of employee attendance of PT Putra Mahkota Ganda Mekar 2015 – 2019.

Table 2. Percentage of Attendance Rate of PT Putra Mahkota Ganda Mekar 2015 – 2019

Year	Number of employees	Number of absences	Presented Absence
2015	152	12	26%
2016	148	15	23%
2017	140	10	13%
2018	146	20	28%
2019	143	16	11,8%

Source: PT Putra Mahkota Ganda Mekar

From data 2, the attendance rate of PT Putra Mahkota Ganda Mekar in the last 5 years has fluctuated and has an increasing trend. Especially in the period 2015–2019 where the percentage of employee absenteeism is more than 20%. The highest employee absenteeism rate occurred in 2018 which reached 28%, while the standard set by the company for the number of employees per month should not be less than 80%.

In 2015 to 2016 the largest number of employees came out from 2015 to 2019, namely 20 employees, in that year the number of employees retired so that the number of employees came out the most, in 2015 – 2019 PT Putra Mahkota Ganda Mekar recruited 12 employees, a large number in the last 5 years. Employee productivity increased from 2015-2019, in 2018-2019 employee productivity decreased from 8,869,230.77 to 7,545,454.55. 2019 is also the point of the year where PT Putra Mahkota Ganda Mekar employees touched the highest number, namely 143 employees with a total productivity of 17.5%.

This research can be used to add insight into the influence of factors that can improve employee performance and can also be used as a reference that can later be researched by future research, because the value of perfection has not been maximized and can help academics as a reference.

LITERATURE REVIEW

Work Motivation, Employee Communication, and Job Satisfaction

Rivai (2015), said that motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals". Merihot (2003) and Mathis (2016) said that the factors that direct and encourage a person's behavior or desire to do an activity are expressed in the form of hard effort. This is the desire within a person that causes the person to take action. Motivation has the goal of improving employee morale and job satisfaction, making employee

procurement effective, creating an employee working atmosphere and relationships, increasing employee loyalty, creativity and participation, increasing employee welfare levels, and increasing employees' sense of responsibility for their duties.

Rivai (2017), said that the aspects that affect motivation are a sense of security at work, getting a fair and competitive salary, a pleasant work environment, appreciation for work achievements and good treatment from management. Mangkunegara (2015) said that there are several principles in motivating employees' work, namely the principles of participation, communication, subordinate participation, delegation of authority, and paying attention. There are two factors that can turn motivation into performance, namely the workforce must have the necessary abilities to do their job well. Without high ability and effort, it is impossible to produce good performance. Likewise, the perception of the workforce concerned about how their efforts can be transformed into performance (Sastrohadiwiryo, 2017; Ratnasih, 2023).

Pratminingsih (2016) explained that communication means giving, taking part or passing on so that something common, the same or mutual understanding occurs. Communication elements consist of information sources, encoding, messages, media, decoding, obstacles, and feedback. Basically, there are two basic forms of communication that are commonly used in organizations, namely verbal communication and nonverbal communication (Muhammad, 2019; Thoha, 2018). The communication function consists of communication, motivation, emotional expression, and the provision of information needed by individuals and groups to make decisions by conveying data (Robbins & Judge, 2018).

Job satisfaction is basically something that is individual, each individual has a different level of satisfaction according to the value system that applies to him. The

higher the assessment of the activity felt in accordance with the individual's wishes, the higher the satisfaction with the activity (Mangkunegara, 2015; Suwatno, 2017; Wibowo, 2016). Siagian (2016) argues that there are many factors that need attention in analyzing a person's job satisfaction. If in their work a person has autonomy

or action, there is variation, making an important contribution to the success of the organization and the employee gets feedback on the results of the work he or she does, the person concerned will be satisfied. The following factors affect employee satisfaction at work, which can be seen in the following figure:

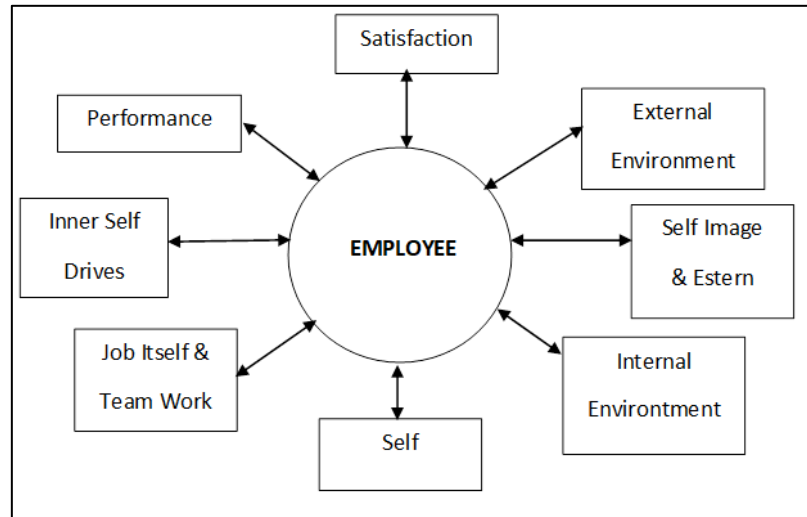


Figure 1. Reward Performance Model of Motivation

From figure 1, the probability of successful implementation is viewed by a person in various ways. As a person who will carry out activities, the employees will assess their abilities, both knowledge and skills, to introduce whether they are able to complete the work well or not, so that they can get the desired reward (Buhler, 1994). Susanty (2016) said that job satisfaction is closely related to employees' attitudes towards various factors at work, including work situations, social influences at work, rewards and leadership and other factors.

Employee Performance

Performance is the result of work in terms of quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him. The usefulness of employee performance assessment is a basis in decision-making used for achievements, dismissals and rewards, to measure the extent to which an employee can complete his or her work, as a tool to be able to accept shortcomings or weaknesses and improve the abilities of subsequent employees (Davis, 2017; Mangkunegara, 2011, Robbins, 2016). Previous literature reveals that work stress and productivity affect employee performance (Virginia & Ratnasih, 2017). Other studies reveal that leadership and motivation have an effect on employee performance (Ratnasih, 2017; Surjana, 2016, Sugiartmi, 2016; Wibowo, 2016). According to Mardiana (2019), work motivation is an important thing in the life of a company, because with optimal work motivation it will be able to produce maximum performance. Siagian (2013) explained that a high level of motivation supports in the performance of employee performance

achievement because with a low level of motivation it is difficult for employees to absorb information related to their activities, the higher the motivation, the more efficient they will be at work. The more aspects that are in accordance with the individual's desires, the higher the job satisfaction.

METHOD

This study uses a quantitative method with a descriptive approach. The location of the research was conducted at PT Putra Mahkota Ganda Mekar. The research period in February – May lasted for 4 (four) months. The population size is 143 and using an error rate of 5 (five) percent or 0.05, the sample size in this study is determined to be 105 people. Data collection was carried out with a set of questionnaires in the form of a Likert scale and then given to respondents who directly filled it out.

The validity test was carried out to determine the level of validity of the instrument (questionnaire) used in data collection. Reliability measurement aims to determine the level of reliability of the instrument (Sugiyono, 2013). The data collected for analysis is in the form of employee questionnaire data at PT Putra Mahkota Ganda Mekar. The results of data processing are in the form of information to determine the influence of Motivation and Communication on job satisfaction and its impact on employee performance. In the path analysis model used in this study, there are four input variables, namely employee performance as a dependent variable denoted by Z, while the independent variable Motivation is denoted by X₁, Communication is denoted by X₂ and job satisfaction is denoted by Y.

Data analysis uses multiple linear regression with the help of *SPSS 22.0* for windows *software*. Before hypothesis testing, it is carried out first through a classical assumption test. This test is carried out to obtain valid and reliable parameters. Therefore, testing and cleaning up for violations of basic assumptions is necessary if they do occur. The classical basic assumption testers of regression consist of the Normality Test, the Multicollinearity Test and the Heteroscedasticity Test. The hypothesis test consists of the F test or analysis of variance (ANOVA), the preparation test (t test), and the mediation test (sobel test). The research also uses path analysis. which is used to analyze the pattern of relationships between variables with the aim of finding out the direct or indirect influence of a set of independent variables on dependent variables (Ridwan & Kuncoro, 2017).

RESULT AND DISCUSSION

PT Putra Mahkota Ganda Mekar is a company engaged in construction specializing in the production of molded concrete. PT Putra Mahkota Ganda Mekar has developed into the most reliable company for the national class in the field of finished concrete and precast concrete in Indonesia. As one of the main suppliers of finished concrete without being affiliated or subsidized by cement manufacturing companies or construction companies. The gender factor needs attention for fostering harmonious relationships between members and other members. In a company, gender is related to the employee's ability to carry out work and employee behavior. The distribution of respondents by gender can be seen in Table 4.1 below:

Table 3. Gender of Respondents

Gender	Sum	%
Woman	64	39,05
Man	41	60,95
Total	105	100

Source: Primary Data Processing 2020

Based on Table 4.1, it can be seen that most of the research respondents are male, which is 60.95 percent and female respondents are only 39.05 percent. Of the total respondents who were the subjects of this study, they were dominated by 23-30 years old with a total of 27 people. Respondents aged 18-22 years totaled 17 people. Then respondents aged 31-40 years totaled 35 people and respondents aged 41-50 years totaled 26 people. From the data of table 3, it was revealed that most of the respondents had a high school education level of 40 percent, a Diploma III education level of 15.24 percent, a Strata 1 education level of 40.95 percent, and a Strata 2 education level of 3.81 percent.

The number of respondents is 105 people, with a significant level of 5% (0.05), then the value of $r_{table} = 0.192$ is obtained. The data is declared valid if the calculated r is above 0.192. The results of the

Reliability test show that *the Cronbach Alpha* value for all variables is above 0.70 so that it can be concluded that the indicators used by all independent variables are reliable or reliable to be used as a variable measurement tool,

The simultaneous influence of motivation, communication and job satisfaction variables together on employee performance can be seen in table 4, proving hypothesis 1 (one) in this study by looking at the test results using the F test, with the provision that if the $sig > 0.05$ then H_0 is accepted and H_a is rejected, meaning that there is no influence between motivation, communication and job satisfaction, jointly on employee performance, and if the $GIS < 0.05$, H_a is accepted and H_0 is rejected, meaning that there is an influence between motivation, communication and job satisfaction together on employee performance.

Table 4. F-Sub Structure Test I

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Mr.
1	Regression	1785,236	2	892,618	125,452	,000
	Residual	725,754	102	7,115		
	Total	2510,990	104			

a. Dependent Variable: Kepuasan (Y)

b. Predictors: (Constant), Motivation (X2), Communication (X1)

Based on Table 4.14, it shows that with a significance level of $0.000 < 0.05$ at a 95% confidence level, H_0 is rejected and H_a is accepted, which means that there is a significant influence between motivation,

communication and job satisfaction together on employee performance. This is based on the resulting sig value below 0.05, which is 0.000 ($0.000 < 0.05$).

Table 5. Test F Substructure II
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Mr.
1	Regression	1305,362	3	435,121	103,530	,000
	Residual	424,486	101	4,203		
	Total	1729,848	104			

a. Dependent Variable: Kinerja (Z)

b. Predictors: (Constant), Satisfaction (Y), Communication (X2), Motivation (X1)

From the results of the F test presented in table 4.15 above, it can be concluded that motivation and communication simultaneously have a significant effect on satisfaction. This is based on the resulting sig value below 0.05, which is 0.000 ($0.000 < 0.05$).

The partial influence of the variables of Motivation, Communication and Job Satisfaction on employee performance can be seen in table 6, to test the significance or significance of the influence of each

partially independent variable on the variable that is not free to use the t-test. With the following test criteria if the research sig value is $< \alpha = 0.05$, then H_0 is rejected, which means that each independent variable, partially, has a real effect on the dependent variable at the error rate of $\alpha = 5\%$. Conversely, if the research sig value $> \alpha = 0.05$, then H_0 is accepted, which means that each variable is partially independent, has no real effect on the dependent variable at the error rate $\alpha = 5\%$.

Table 6. Sub-Partial t-Structure I Test
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Mr.
		B	Std. Error	Beta		
1	(Constant)	-4,898	2,155		-2,273	,025
	Motivation (x1)	,520	,080	,431	6,532	,000
	Communication (X2)	,652	,084	,513	7,771	,000

a. Dependent Variable: Kepuasan (Y)

Source : Data processed in 2020

Table 6 illustrates that motivation partially has a positive and significant effect on Satisfaction. This is based on the resulting sig value below 0.05, which is 0.000 ($0.000 < 0.05$) with an influence value of 43.1%.

Communication partially has a positive and significant effect on Satisfaction. This is based on the resulting sig value at below 0.05, which is 0.000 ($0.000 < 0.05$) with an influence value of 51.3%.

Table 7. Sub-Partial t-Structure Test II
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Mr.
		B	Std. Error	Beta		
1	(Constant)	3,903	1,698		2,299	,024
	Motivation (x1)	,211	,073	,211	2,896	,005
	Communication (X2)	,257	,081	,204	3,159	,002
	Satisfaction (Y)	,414	,076	,445	5,440	,000

a. Dependent Variable: Kinerja (Z)

Source : Data processed in 2020

From table 7, motivation partially has a positive and significant effect on performance. This is based on the resulting sig value at below 0.05, which is 0.005 ($0.005 < 0.05$) with an influence value of 21.1%. Communication partially has a positive and significant effect on Performance. This is based on the resulting sig value at below 0.05, which is 0.002 ($0.002 < 0.05$) with an influence value of 20.4%. Partial satisfaction has a

positive and significant effect on Performance. This is based on the resulting sig value below 0.05, which is 0.000 ($0.000 < 0.05$) with an influence value of 44.5%.

From the results of the Sobel test carried out, a value greater than the t-value of the table based on the number of samples 105 and the predetermined significance level of 5% is 1.92, it can be concluded that all independent

variables are able to mediate the relationship between the Satisfaction variable and the Performance variable.

The results of the relationship between X1 and X2 clauses to Y are as follows:

Table 8. Summary of the Results of Substructure Path Analysis 1

Influence	Coefficient	Direction	Result	Result
Intervariable	Pathway (Beta)	Hub	Test F	Test t
X1 to Y	0,431	Positive	Signifikan	Signifikan
X2 Against Y	0,513	Positive	Signifikan	Signifikan

Source : Data processed in 2020

Motivation has a direct effect on employee job satisfaction. The Coefficients Table shows that the individual test (partial) / t-test obtained a Sig value of 0.000, where the Sig value of 0.000 is less than 0.05 or $[0.000 < 0.05]$, then H_0 is rejected and H_a is accepted, meaning that the path analysis coefficient is significant. So, Motivation has a significant effect on job satisfaction. Communication has a direct effect on employee job satisfaction. The Coefficients Table shows that the test Individual (partial) / t-test obtained a Sig value of 0.000, where the Sig value of 0.000 is less than 0.05 or $[0.000 < 0.05]$, then H_0 is rejected and H_a is accepted, meaning that the path analysis coefficient is significant. So, communication has a significant effect on job satisfaction.

The results of the correlation analysis show that the correlation coefficient between Motivation and employee performance is 0.809, meaning that the relationship between Motivation and employee performance is stated to be very strong.

A positive correlation coefficient value shows that the direction of the relationship between communication and employee performance is unidirectional. The results of the analysis of the correlation coefficient value between Communication and employee performance were 0.680, meaning that the relationship between Communication and employee performance was

declared strong. The value of a positive correlation coefficient shows that the direction of the relationship between satisfaction and employee performance is unidirectional. The results of the analysis of the correlation coefficient value between job satisfaction and employee performance were 0.789, meaning that the relationship between job satisfaction and employee performance was declared strong. The value of a positive correlation coefficient shows that the direction of the relationship between job satisfaction and employee performance is unidirectional.

The significance test of the correlation amount using the t-test yielded a probability of 0.000. This probability value is lower than the set significance level of 0.05 so that H_0 (no significant relationship) is rejected and H_1 (there is a significant relationship) accepted. Thus the relationship between satisfaction and employee performance is strong, unidirectional and significant. Satisfaction with employee performance is strong, unidirectional and significant.

An R^2_m value of 0.668 means that the diversity of data that can be explained by the model is 66.8% or in other words, the information contained in the data is 66.8% that can be explained by the model. While the rest, 33.2% were explained by other variables outside the model.

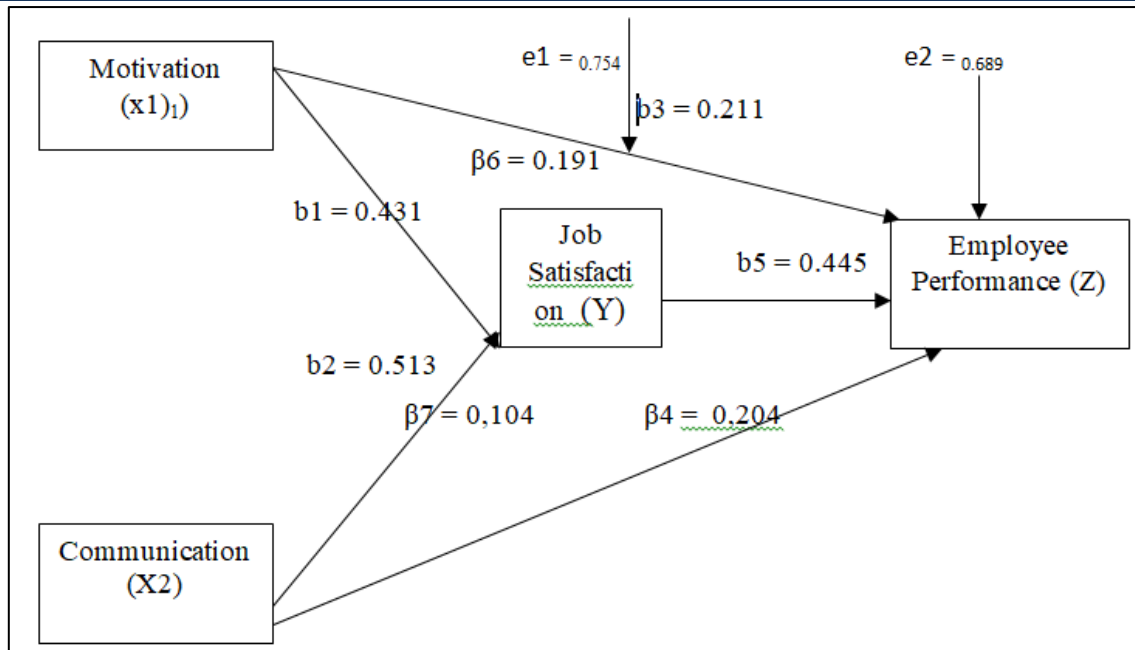


Figure 2. Results of Path Analysis

Path Analysis Equation for Sub Structure 1 :

$$Y = \rho_{yx1} X_1 + \rho_{yx2} X_2 + \rho_{ye1}$$

$$Y = 0.639 X_1 + 0.507 X_2 + 0, e_1$$

Path Analysis Equation for Sub Structure 2 :

$$Z = \rho_{zx1} X_1 + \rho_{zx2} X_2 + \rho_{zy} Y + \rho_{ze2}$$

$$Z = 0.561 X_1 + 0.353 X_2 + 0.320 Y + 0, e_2$$

Based on the results of the calculation, it can be explained as follows.

- The first hypothesis that motivation has a significant positive effect on job satisfaction is accepted. Based on the results of the analysis, the path coefficient of the variable X1 to the variable Y is 0.431 with a significance of 0.000. This means that the higher the work motivation, the better job satisfaction will be.
- The second hypothesis that communication has a significant positive effect on job satisfaction is accepted. Based on the results of the analysis, the path coefficient of the X2 variable to the Y variable is 0.513 with a significance of 0.000. This means that the higher the communication, the better job satisfaction will be.
- The third hypothesis that Motivation has a significant positive effect on employee performance is accepted. Based on the results of the analysis, the path coefficient of the variable X1 to the Z variable is 0.211 with a significance of 0.005. This means that the better the motivation given, the better the employee's performance will be.
- The fourth hypothesis that communication has a significant positive effect on employee performance is accepted. Based on the results

of the analysis, the coefficient of the X2 variable path to the Z variable is 0.204 with a significance of 0.002. This means that the better the implementation of good communication, the better the performance of employees will be.

- The fifth hypothesis that job satisfaction has a significant positive effect on employee performance is accepted. Based on the results of the analysis, the path coefficient of the Y variable to the Z variable is 0.445 with a significance of 0.000. This means that the stronger the job satisfaction, the better the employee's performance will be.
- The sixth hypothesis that Motivation has a significant positive effect on employee performance is accepted. Based on the results of the analysis, the path coefficient of the variable X1 to the Z variable is 0.191.
- The seventh hypothesis that communication has a significant positive effect on employee performance is accepted. Based on the results of the analysis, the path coefficient of the variable X2 to the Z variable is 0.104.

The results of the correlation analysis between Motivation and employee performance of 0.809 show a significant and very strong relationship. Communication with employee performance of 0.680 shows a significant and strong relationship. Job satisfaction with employee performance showed a significant and very strong relationship with a correlation value of 0.786.

The results of the analysis prove that there is a significant and positive influence between motivation and communication on employee performance as shown by the *standardized direct effect* (Beta) values of 0.211 and 0.445. Thus, the results of this analysis provide information that motivation has a significant and positive effect directly on employee performance. This is in line with previous research conducted by Cich Ratnasih (2017) in a journal entitled *The Influence of Leadership Style and Motivation on Employee Work Productivity and Its Implications on Performance* proves that motivation has a significant effect on employee performance. The findings also explain that independent variables can influence and direct employees to achieve company goals, so employees will work well and improve their performance. The factors applied can influence and direct employees to achieve the company's goals, then employees will work well and improve the performance of the company's employees.

CONCLUSION

From the results of the research and analysis as a whole, the author can conclude that the results of the study show that motivation and communication have a positive and significant effect directly on job satisfaction. Motivation and job satisfaction have a positive and significant effect directly on employee performance. Job satisfaction and motivation have a positive and significant effect directly on employee performance. Indirectly, motivation and communication have a positive and significant effect on employee performance.

The management of PT. Putra Mahkota Ganda Mekar must be able to be more careful in implementing motivation and communication that suits the needs of their company. Because if motivation can be applied properly, it can help the process of achieving company goals, because the application of motivation has a great influence on performance and job satisfaction. In relation to job satisfaction, company leaders should establish harmonious communication with employees, leaders provide opportunities for employees to develop their abilities, so that they can carry out their work properly and appropriately. This research can still be developed with other studies by changing or adding independent variables, so that other factors that also significantly affect job satisfaction and employee performance can be identified.

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