

The Relationship Between Work Motivation and Job Satisfaction and the Organizational Behavior of Employees at PT Glostar Indonesia

Umar Mansur¹, Safira Rifa Fadillah²

^{1,2} Management Study Program, Faculty of Business, Law and Education, Nusa Putra University

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ABSTRACT

This study aims to analyze the relationship between work motivation and job satisfaction on the organizational behavior of PT Glostar Indonesia employees. The approach used in this study is a quantitative approach with descriptive and associative research types. Data were obtained by distributing questionnaires to PT Glostar Indonesia employees as research respondents. The sampling technique was carried out using the probability sampling method, while the data analysis technique used descriptive statistical analysis and multiple linear regression with the help of SPSS software. The results of the study indicate that work motivation has a positive and significant effect on employee organizational behavior. Job satisfaction is also proven to have a positive and significant effect on employee organizational behavior. In addition, simultaneously, work motivation and job satisfaction have a significant effect on employee organizational behavior at PT Glostar Indonesia. These findings indicate that increasing work motivation and job satisfaction can encourage the formation of positive, productive organizational behavior and support the achievement of company goals. Based on these research results, it can be concluded that work motivation and job satisfaction are important factors that need to be considered by PT Glostar Indonesia management in an effort to improve employee organizational behavior sustainably.

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Corresponding Author:

Name: Umar Mansur

Institution: Management Study Program, Faculty of Business, Law and Education, Nusa Putra University

Email: umar.mansyur@nusaputra.ac.id

1. INTRODUCTION

The development of the business and industrial world in the current era of globalization shows increasingly fierce competition, particularly in the manufacturing sector. Companies are required to adapt to changes in the dynamic business environment to maintain their business continuity. In this situation, human

resources become a strategic asset that determines the success of the organization, because employees are the main drivers in carrying out all company operational activities [1]. Organizational success is determined not only by technological sophistication and the amount of capital, but also by the quality of organizational behavior demonstrated by employees in carrying out their duties and responsibilities.

Organizational behavior is a field of study that examines the attitudes, actions, and interactions of individuals and groups within an organization and their impact on organizational effectiveness. [2] states that organizational behavior focuses on how individuals behave within an organization and how that behavior affects performance and the achievement of organizational goals. Positive organizational behavior will create a conducive work environment, improve teamwork, strengthen employee commitment, and encourage the achievement of company goals effectively and efficiently.

One important factor influencing organizational behavior is work motivation. Work motivation is an internal and external drive that drives employees to act, work hard, and achieve certain achievements. [3] explains that work motivation is related to employees' mental attitudes that encourage them to strive for optimal work results. Employees with high work motivation tend to demonstrate disciplined and responsible work behavior and have a strong commitment to the organization. Conversely, low work motivation can have an impact on the emergence of less positive work behaviors, such as low work enthusiasm, minimal initiative, and weak employee involvement in organizational activities.

In addition to work motivation, job satisfaction is also an important factor in shaping employee organizational behavior. Job satisfaction reflects an employee's emotional attitude toward their work, which arises from evaluating various aspects of the job, such as the work environment, reward system, relationships with superiors, and career development opportunities. [2] states that job satisfaction is a person's positive feelings about their job resulting from evaluating the characteristics of the job. [4] emphasizes that employees who feel satisfied with their jobs will demonstrate a positive work attitude, high loyalty, and work behaviors that support the achievement of organizational goals. Conversely, job dissatisfaction can trigger negative behaviors such as increased work conflict, low

organizational commitment, and the desire to leave the company.

Empirical research results indicate that work motivation and job satisfaction have a significant relationship with organizational behavior. Research conducted by [5] proved that work motivation and job satisfaction have a positive influence on employee work behavior, including Organizational Citizenship Behavior (OCB). Another study conducted by [6] also showed that job satisfaction plays a significant role in shaping positive work behavior and increasing organizational effectiveness. These findings indicate that employees who are motivated and satisfied with their jobs tend to display cooperative work behavior, help coworkers, and show a high level of concern for the organization.

PT Glostar Indonesia is a manufacturing company engaged in the footwear industry and plays a strategic role in the national industry. In carrying out its production process, the company relies heavily on the contribution of employees whose work characteristics require precision, discipline, and good teamwork. [7] states that employee work behavior that is aligned with organizational values and goals will positively contribute to the company's effectiveness and success. However, in practice, differences in levels of work motivation and job satisfaction among employees can still be found at PT Glostar Indonesia, which has the potential to affect overall organizational behavior.

If not managed properly, these differences in motivation and job satisfaction levels can lead to a decline in organizational behavior, such as low discipline, lack of cooperation, and decreased employee commitment to the company. This condition can ultimately hinder the achievement of organizational goals. Therefore, an in-depth study is needed to examine the relationship between work motivation and job satisfaction and employee organizational behavior at PT Glostar Indonesia.

Based on this description, this study was conducted to analyze the relationship between work motivation and job satisfaction

on the organizational behavior of PT Glostar Indonesia employees.

This research is expected to provide theoretical contributions to the development of organizational behavior and human resource management, as well as provide practical benefits for company management in formulating policies oriented towards increasing work motivation, job satisfaction, and employee organizational behavior in a sustainable manner.

2. METHODS

2.1 Types and Approaches to Research

This study employed a quantitative approach, employing descriptive and associative methods. This approach was chosen because it aimed to objectively measure and analyze the relationships between variables based on numerical data obtained from respondents. According to [8], quantitative research is used to test established hypotheses through data collection using research instruments and statistical analysis.

Descriptive research is used to describe the conditions of work motivation, job satisfaction, and organizational behavior of PT Glostar Indonesia employees as they exist in the field. Meanwhile, associative research aims to determine the relationship between two or more variables, namely the relationship between work motivation and job satisfaction and employee organizational behavior.

2.2 Location and Time of Research

This research was conducted at PT Glostar Indonesia, a company engaged in the shoe manufacturing industry. The research location was selected based on the relevance of the research object to the problem under study, namely employee organizational behavior as influenced by work motivation and job satisfaction.

The research was conducted during the current year, starting with research preparation, instrument development, data collection, data processing and analysis, and

finally, the preparation of the research report. The research timeframe was adjusted to meet the research needs to ensure that the data obtained accurately represented the company's actual conditions.

2.3 Subjects and Objects of Research

The subjects of this study were employees of PT Glostar Indonesia who were directly involved in the company's operational activities. Employees were chosen because they directly experience and perceive the conditions of work motivation, job satisfaction, and organizational behavior within the company.

The research objects in this study include three main variables: work motivation (X1), job satisfaction (X2), and organizational behavior (Y). Work motivation and job satisfaction act as independent variables, while organizational behavior is the dependent variable. These three variables are examined to determine their relationship and influence on employee organizational behavior.

2.4 Role of Researchers

In this study, the researcher acted as the primary instrument responsible for the entire research process. The researcher's role included developing the research design, developing the research instruments in the form of questionnaires, conducting data collection, processing and analyzing the data, and drawing conclusions.

In addition, researchers also play a role in maintaining the objectivity of the research and ensuring the confidentiality of respondents' identities and responses. Researchers ensure that the entire research process is conducted in accordance with scientific principles and research ethics.

2.5 Data Collection Techniques

The data collection techniques in this study use several methods, namely:

2.5.1 Questionnaire

A questionnaire was used as the primary technique for collecting primary

data. The questionnaire was structured based on indicators of work motivation, job satisfaction, and organizational behavior. Each statement was measured using a five-level Likert scale, ranging from strongly disagree (1) to strongly agree (5).

2.5.2 Observation

Observations were conducted to obtain a general overview of the work environment, employee behavior, and work activities at PT Glostar Indonesia. These observations were non-participatory, meaning the researcher was not directly involved in employee work activities.

2.5.3 Documentation

Documentation is used to collect secondary data in the form of company profiles, organizational structures, number of employees, and other documents relevant to the research.

2.6 Data Validity Techniques

To ensure the validity and quality of the data, this study used validity and reliability tests on the research instruments. Validity tests were conducted to determine whether each item in the questionnaire accurately measured the variables being studied. An item was declared valid if its correlation coefficient was greater than the table's r value.

Reliability testing is used to determine the level of consistency of a research instrument. An instrument is considered reliable if its Cronbach's Alpha value is greater than 0.70, indicating that the instrument is reliable and consistent in measuring the research variables [9].

2.7 Data Analysis Techniques

The data analysis techniques in this study consisted of descriptive statistical analysis and inferential statistical analysis. Descriptive statistical analysis was used to describe the characteristics of respondents and the tendencies of their responses to each research variable.

Inferential statistical analysis was used to test the research hypothesis regarding

the relationship between work motivation and job satisfaction and employee organizational behavior. Hypothesis testing was conducted using multiple linear regression analysis, which aimed to determine the partial and simultaneous influence of independent variables on the dependent variable. Furthermore, a coefficient of determination (R^2) test was conducted to determine the contribution of work motivation and job satisfaction in explaining variations in employee organizational behavior.

2.8 Research Stages

The research stages were conducted systematically and sequentially, starting with problem identification and determining the research title. The next stage was a literature review to strengthen the theoretical foundation and formulate research hypotheses. Afterward, the researchers developed research instruments and collected data by distributing questionnaires to respondents.

The next stage is data processing and analysis using statistical techniques appropriate to the research objectives. The final stage of the research is drawing conclusions and compiling a research report based on the data analysis results.

3. RESULTS AND DISCUSSION

3.1 Research Results

3.1.1 General Description of Respondents

This study involved 100 respondents who were employees of PT Glostar Indonesia. Respondent characteristics were analyzed based on gender, age, and length of service to obtain a general overview of the research respondents.

3.1.2 Respondent Characteristics Table

These results indicate that the majority of respondents are of productive age and have sufficient work experience, so they are considered capable of providing objective answers to the research questionnaire.

3.2 Validity Test Results

Validity testing was conducted to determine whether the questionnaire items accurately measured the research variables. The test was conducted by examining the

Corrected Item-Total Correlation value and comparing it with the table r value of 0.196 ($n = 100, \alpha = 0.05$).

3.2.1 Validity Test

Variables	Item	r count	r table	Information
Work motivation	X1.1	0.623	0.196	Valid
	X1.2	0.658	0.196	Valid
	X1.3	0.701	0.196	Valid
Job satisfaction	X2.1	0.645	0.196	Valid
	X2.2	0.689	0.196	Valid
	X2.3	0.712	0.196	Valid
Behavior Organization	Y1	0.671	0.196	Valid
	Y2	0.703	0.196	Valid
	Y3	0.725	0.196	Valid

Based on the results of the validity test, all statement items have a calculated r value greater than the table r, so all items are declared valid and suitable for use in research.

instrument. Testing is conducted using Cronbach's Alpha, with a value greater than 0.70 as the criterion.

3.3 Reliability Test Results

Reliability testing aims to determine the level of consistency of the research

3.3.1 Reliability Test

Variables	Cronbach's Alpha	Information
Work Motivation	0.842	Reliable
Job Satisfaction	0.856	Reliable
Organizational Behavior	0.879	Reliable

The results of the reliability test show that all variables have a Cronbach's Alpha value above 0.70, so the research instrument is declared reliable.

3.4 Descriptive Statistical Analysis

Descriptive analysis is used to determine the average (mean) value of each research variable.

Descriptive Statistics			
Variables	N	Mean	Standard Deviation
Work Motivation	100	4.12	0.53
Job Satisfaction	100	4.05	0.56
Organizational Behavior	100	4.18	0.51

The relatively high mean value indicates that the work motivation, job satisfaction, and organizational behavior of PT Glostar Indonesia employees are in the good category.

3.5 Multiple Linear Regression Test Results

Multiple linear regression analysis was used to determine the effect of work motivation and job satisfaction on employee organizational behavior.

M Model Summary			
Model	R	R Square	Adjusted R Square
1	0.742	0.551	0.542

The R Square value of 0.551 shows that work motivation and job satisfaction are able to explain 55.1% of the variation in

employee organizational behavior, while the remainder is influenced by other factors outside the research.

Anova		
Model	F	Sig.
Regression	59,341	0

The significance value of $0.000 < 0.05$, indicates that the simultaneous regression model is significant.

C coefficients			
Variables	B	t count	Sig.
(Constant)	1,214	4,112	0
Work Motivation	0.352	4,865	0
Job Satisfaction	0.417	5,736	0

3.6 Hypothesis Testing

Based on the t-test results, work motivation has a significance value of $0.000 < 0.05$, thus it can be concluded that work motivation has a significant effect on employee organizational behavior. Job satisfaction also has a significance value of $0.000 < 0.05$, which means job satisfaction has a significant effect on employee organizational behavior.

Thus, it can be concluded that work motivation and job satisfaction partially and simultaneously have a significant influence on the organizational behavior of PT Glostar Indonesia employees.

Discussion

The Influence of Work Motivation on the Organizational Behavior of Employees at PT Glostar Indonesia

The results of the study indicate that work motivation has a positive and significant effect on the organizational behavior of PT Glostar Indonesia employees. This is evidenced by the t-test significance value of

0.000, which is less than 0.05, and the positive regression coefficient, indicating that the higher the employee's work motivation, the better the organizational behavior displayed in the work environment.

This finding aligns with the motivation theory proposed by [1], which states that motivation is the primary driving factor influencing individual behavior within an organization. Employees with high work motivation tend to demonstrate positive work attitudes, discipline, responsibility, and the ability to collaborate with coworkers. Work motivation also encourages employees to behave in accordance with organizational values and norms to achieve shared goals.

The results of this study also support the opinion [3], which states that work motivation plays a crucial role in shaping employee work behavior. Good motivation will create productive, adaptive, and performance-oriented work behavior. In the context of PT Glostar Indonesia, the work motivation provided by the company through a reward system, recognition, and self-

development opportunities can encourage employees to demonstrate positive organizational behavior.

Furthermore, the results of this study are consistent with previous research conducted by [10], which concluded that work motivation has a strong relationship with organizational behavior, particularly in terms of employee commitment, loyalty, and engagement. Therefore, work motivation is a strategic factor that management needs to consider in efforts to improve employee organizational behavior.

The Influence of Job Satisfaction on the Organizational Behavior of Employees at PT Glostar Indonesia

The results of the study indicate that job satisfaction has a positive and significant effect on the organizational behavior of PT Glostar Indonesia employees. This is evidenced by the t-test significance value of 0.000, which is less than 0.05, and the positive regression coefficient. These findings suggest that high levels of job satisfaction will encourage employees to demonstrate better organizational behavior.

According to [2], job satisfaction is an individual's general attitude toward their job, reflecting positive or negative feelings based on work experiences. Employees who are satisfied with their jobs are more likely to demonstrate cooperative behavior, be loyal, and have a high level of commitment to the organization. Conversely, job dissatisfaction can trigger negative behaviors such as decreased performance, absenteeism, and work-related conflict.

The results of this study also align with the opinion of [7], who stated that job satisfaction plays a crucial role in shaping conducive organizational behavior. Satisfied employees will have a positive attitude toward the organization and demonstrate behaviors that support the achievement of organizational goals. In the context of PT Glostar Indonesia, job satisfaction achieved through a conducive work environment, harmonious working relationships, and a fair compensation system can encourage positive organizational behavior.

The findings of this study are supported by previous research conducted by [11], which stated that job satisfaction has a significant relationship with organizational behavior, particularly extra-role behavior or organizational citizenship behavior (OCB). Therefore, increasing job satisfaction is an important strategy in building effective organizational behavior.

The Influence of Work Motivation and Job Satisfaction on the Organizational Behavior of Employees at PT Glostar Indonesia

The results of the study simultaneously indicate that work motivation and job satisfaction significantly influence the organizational behavior of PT Glostar Indonesia employees. This is evidenced by the F-test results with a significance value of 0.000, which is less than 0.05. Furthermore, the coefficient of determination (R^2) of 0.551 indicates that work motivation and job satisfaction can explain 55.1% of the variation in employee organizational behavior.

These findings indicate that employee organizational behavior is not influenced by a single factor, but rather results from a combination of work motivation and job satisfaction. This aligns with the organizational behavior theory proposed by [2], which states that individual behavior within an organization is influenced by internal and external factors, including motivation and job satisfaction.

The results of this study also support the opinion [10] which states that organizations that are able to create a motivating work environment and provide high job satisfaction will produce positive organizational behaviors, such as teamwork, loyalty, and organizational commitment. In the context of PT Glostar Indonesia, the combination of good work motivation and job satisfaction can create organizational behaviors that support the effectiveness and sustainability of the company.

Thus, the management of PT Glostar Indonesia needs to pay attention to efforts to continuously increase work motivation and job satisfaction as the main strategy in

forming positive and productive employee organizational behavior.

4. CONCLUSION

Based on the research results and discussion regarding the relationship between work motivation and job satisfaction and the organizational behavior of PT Glostar Indonesia employees, it can be concluded that work motivation has a positive and significant influence on employee organizational behavior. Employees with high work motivation tend to exhibit more disciplined and responsible work behavior and are able to work well together within the organizational environment. Work motivation is an important factor in encouraging employees to behave in accordance with organizational values and goals.

Furthermore, job satisfaction has been shown to have a positive and significant

impact on the organizational behavior of PT Glostar Indonesia employees. High levels of job satisfaction encourage employees to demonstrate positive work attitudes, loyalty, and a strong commitment to the organization. Employee satisfaction, through a positive work environment, compensation system, and harmonious working relationships, plays a crucial role in shaping conducive organizational behavior.

Simultaneously, work motivation and job satisfaction significantly influence the organizational behavior of PT Glostar Indonesia employees. These two variables are able to explain most of the variation in employee organizational behavior, thus it can be concluded that continuously increasing work motivation and job satisfaction is an effective strategy for companies in creating positive, productive organizational behavior and supporting the achievement of company goals.

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