

RINGKASAN

Penelitian ini menganalisis hubungan antara kepuasan kerja, motivasi, dan kinerja organisasi di CV Hugo Inovasi menggunakan metode SEM-PLS. Rumusan masalah berfokus pada tiga aspek: tingkat kepuasan kerja karyawan dan faktor-faktor yang mempengaruhinya; fungsi motivasi karyawan sebagai variabel mediasi antara kepuasan kerja dan kinerja organisasi; serta pengaruh kepuasan kerja terhadap kinerja organisasi. Penelitian bertujuan mengidentifikasi tingkat kepuasan kerja dan indikator yang mempengaruhinya, menganalisis peran motivasi sebagai mediator, dan mengevaluasi pengaruh kepuasan kerja terhadap kinerja organisasi dengan mempertimbangkan indikator paling relevan.

Penelitian ini menggunakan metode studi kasus dalam mencari data primer menggunakan kuesioner. Penelitian dilaksanakan di CV Hugo Inovasi yang beralamat di Jl. Raya PUK, RT.01/RW.03, Tumiyang Kidul, Tumiyang, Kecamatan. Kebasen, Kabupaten Banyumas, Jawa Tengah 53172, selama periode Februari – April 2025. Objek penelitian adalah kepuasan kerja dengan peran motivasi sebagai variabel mediasi terhadap kinerja organisasi. Pengumpulan data dilakukan melalui tiga metode: kuesioner menggunakan Google Form, wawancara langsung dengan seluruh karyawan, dan dokumentasi. Penelitian ini menggunakan teknik sensus dengan mengambil seluruh populasi yaitu 60 karyawan yang terdiri dari 30 karyawan bagian produksi (termasuk manajemen, produksi, dan pengiriman) dan 30 karyawan lapangan (ICS, penanggung jawab kelompok, dan sopir). Pengukuran menggunakan skala Likert dengan lima tingkatan. Analisis data menggunakan *Structural Equation Modeling - Partial Least Square* (SEM-PLS) dengan software SmartPLS 4.0 untuk menguji hubungan antara variabel eksogen (kepuasan kerja), variabel endogen (kinerja organisasi), dan variabel mediator (motivasi).

Hasil analisis SEM-PLS menunjukkan bahwa kepuasan kerja tidak berpengaruh langsung secara signifikan terhadap kinerja organisasi ($O = 0,175$; $p = 0,224$), namun memiliki pengaruh tidak langsung yang signifikan melalui motivasi sebagai mediator penuh ($O = 0,695$; $p = 0,000$). Jalur dari kepuasan kerja ke motivasi signifikan ($O = 0,911$; $p = 0,000$), begitu pula motivasi terhadap kinerja organisasi ($O = 0,762$; $p = 0,000$). Model penelitian dinilai baik dengan nilai GoF sebesar 0,710 dan Q^2 sebesar 0,806, serta mampu menjelaskan 54,2% variasi kinerja organisasi dan 57,7% variasi motivasi. Berdasarkan temuan ini, disarankan agar manajemen CV Hugo Inovasi memprioritaskan peningkatan motivasi karyawan sebagai kunci untuk menguatkan pengaruh kepuasan kerja terhadap kinerja organisasi.

SUMMARY

This research analyzes the relationship between job satisfaction, motivation, and organizational performance at CV Hugo Inovasi using the SEM-PLS method. The research problem focuses on three aspects: employee job satisfaction levels and the factors influencing them; the function of employee motivation as a mediating variable between job satisfaction and organizational performance; and the effect of job satisfaction on organizational performance. The research aims to identify the level of job satisfaction and indicators affecting it, analyze the role of motivation as a mediator, and evaluate the influence of job satisfaction on organizational performance by considering the most relevant indicators.

This research employs a case study method to collect primary data using questionnaires. The study was conducted at CV Hugo Inovasi located at Jl. Raya PUK, RT.01/RW.03, Tumiyang Kidul, Tumiyang, Kebasen District, Banyumas Regency, Central Java 53172, during the period of February – April 2025. The research object is job satisfaction with the role of motivation as a mediating variable on organizational performance. Data collection was carried out through three methods: questionnaires using Google Form, direct interviews with all employees, and documentation. This research uses a census technique by taking the entire population of 60 employees consisting of 30 production staff (including management, production, and shipping) and 30 field employees (ICS, group supervisors, and drivers). Measurement uses a five-level Likert scale. Data analysis uses Structural Equation Modeling - Partial Least Square (SEM-PLS) with SmartPLS 4.0 software to test the relationship between exogenous variables (job satisfaction), endogenous variables (organizational performance), and mediator variables (motivation).

The SEM-PLS analysis results indicate that job satisfaction does not have a direct and significant effect on organizational performance ($O = 0.175$; $p = 0.224$), but it has a significant indirect effect through motivation as a full mediator ($O = 0.695$; $p = 0.000$). The path from job satisfaction to motivation is significant ($O = 0.911$; $p = 0.000$), as is the path from motivation to organizational performance ($O = 0.762$; $p = 0.000$). The research model is considered good, with a Goodness of Fit (GoF) value of 0.710 and a predictive relevance (Q^2) value of 0.806, and it is able to explain 54.2% of the variance in organizational performance and 57.7% in motivation. Based on these findings, it is recommended that the management of CV Hugo Inovasi prioritize enhancing employee motivation as a key factor in strengthening the influence of job satisfaction on organizational performance.