THE INFLUENCE OF PERFORMANCE APPRAISAL AND MOTIVATION ON JOB SATISFACTION IN THE REDUCTION TEAM OF PT INDONESIA ASAHAN ALUMINIUM (INALUM)

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Abstract

This study aims to determine the effect of performance appraisal and motivation on job satisfaction in the A team of the reduction section of PT Indonesia Asahan Aluminium (Inalum). In this study, 60 employees were used using census or total sampling techniques. The data collection technique was carried out by distributing questionnaires to respondents using a Likert scale measurement scale. The data that has been collected is then processed with the SPSS 25.00 application by conducting validity and reliability tests on the research instrument. Furthermore, normality, multicollinearity and heteroscedasticity tests were carried out. Then multiple linear regression analysis tests were carried out and for hypothesis testing using partial tests (t) and simultaneous tests (F). Based on the results of hypothesis testing, it is found that performance appraisal has no effect on job satisfaction, motivation affects job satisfaction and performance appraisal and motivation have a joint effect (simultaneously) on job satisfaction.

Keywords: *job satisfaction, motivation, performance appraisal*

INTRODUCTION

PT Indonesia Asahan Aluminium (Inalum) is a company engaged in the production of aluminium. It is the only aluminium producer in Indonesia, with a production capacity of 274,230 tonnes by 2024. PT Indonesia Asahan Aluminium (Inalum) was established with an initial status as a Foreign Capital Company (PMA) and de jure officially became a State-Owned Enterprise (BUMN) on 19 December 2013 after the Indonesian Government took over the shares owned by the consortium.

To support the company's operational processes, PT Indonesia Asahan Aluminium (Inalum) requires qualified human resources (HR). There were 1,786 employees working at PT Indonesia Asahan Aluminium (Inalum) in 2024. The employees are placed in the parts assigned by the company. The company evaluates employee performance annually based on key performance indicators (KPIs) set by the company.

Key Performance Indicator (KPI) is a measure or indicator that focuses on aspects of individual performance that are most influential and determinant of individual success at the current and future time. PT Indonesia Asahan Aluminium (Inalum) applies organisational KPIs and individual KPIs. In its application, organisational KPIs will be converted into individual KPIs. Achievement of organisational targets will affect employee performance appraisal. In addition, each employee is also responsible for achieving individual KPIs in accordance with the job description. The following key performance indicator (KPI) is applied at PT Indonesia Asahan Aluminium (Inalum):
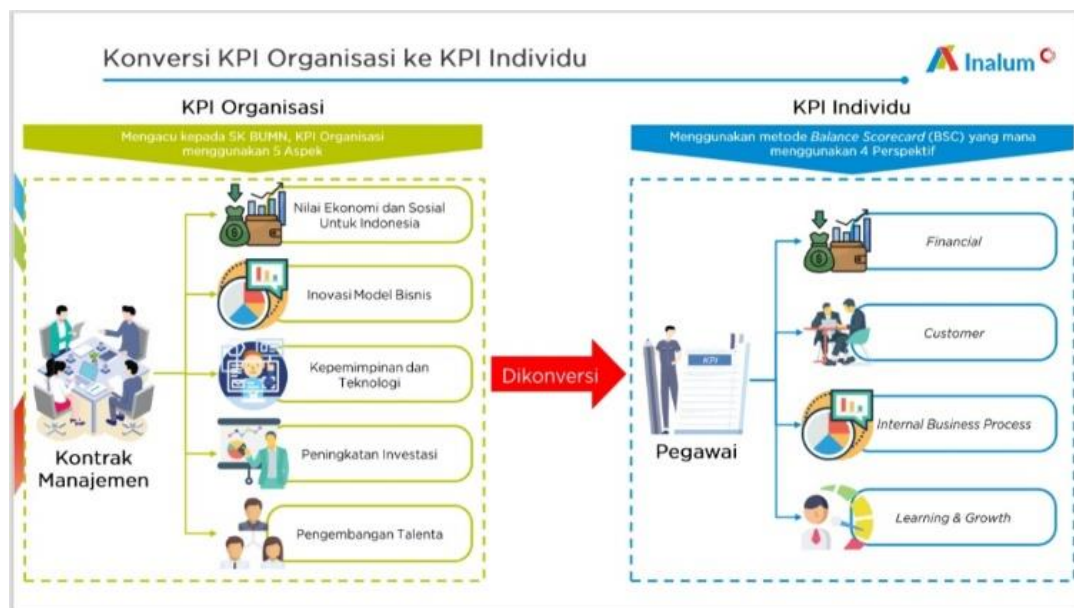
Picture 1. Key Performance Indicator (KPI) PT Indonesia Asahan Aluminium (Inalum)

Human resources (HR) is an important component for a company and is a very valuable company asset because HR determines the success of a company. Basically, companies want quality human resources and have high competitiveness in order to achieve company goals. Companies need to pay attention to work aspects related to human resources. One of them is the level of employee job satisfaction.

Everyone expects job satisfaction from their place of work. Basically, the level of job satisfaction of each individual is different. The more aspects of the job that match the individual's wishes, the level of job satisfaction will increase. Job satisfaction is a person's personal attitude towards his job, showing the difference between the amount of reward received and the amount of reward that should be received (Rulianti & Nurpribadi, 2023).

The job satisfaction felt by one employee with another is certainly different. To find out the extent of the level of employee satisfaction of the A team of the reduction section of PT Indonesia Asahan Aluminium (Inalum), a pre-survey was conducted to 30 respondents. The pre-survey was conducted in January 2025. The results of the pre-survey obtained are contained in Table 1 below:

Table 1. Employee job satisfaction pre-survey data

No.	Statement	Agree		Disagree	
		Fi	%	Fi	%
1.	Fair career policy for all employees	15	50,00	15	50,00
2.	Direct appreciation of performance achievements	14	46,67	16	53,33
3.	Job placement in accordance with expertise	13	43,33	17	56,67
	Rata-rata	14	46,67	16	53,33

Source: Data processed by researchers, 2025

In accordance with the pre-survey results, it is known that 53.33% of respondents did not agree that there was appreciation for performance achievements at PT Indonesia Asahan Aluminium (Inalum). In addition, 56.67% of respondents did not agree that employee job placement was in accordance with expertise. These results indicate that the level of employee job satisfaction at PT Indonesia Asahan Aluminium (Inalum) is relatively low. Employees with high levels of satisfaction have positive feelings when taking part in work activities. Employees with low satisfaction levels have negative feelings when taking part in work activities (Rahayu & Aprianti, 2020).

The thing that can affect job satisfaction at PT Indonesia Asahan Aluminium (Inalum) is performance appraisal. Performance appraisal is a series of processes carried out by the company to determine and measure the level of success of employee performance in carrying out their duties and responsibilities. A good performance appraisal will greatly affect employee job satisfaction (Aryani et al., 2024). Performance appraisal results are needed as input and feedback for employees. Employees who get good performance appraisal results will feel

satisfied with the work given. Conversely, employees who get poor performance appraisal results will feel dissatisfied with their work. Another thing that can affect job satisfaction is motivation. According to (Cen, 2022) motivation is a drive that makes a person act or behave as a result of the emergence of a behaviour. Motivation is also defined as the willingness to achieve higher status or recognition for each individual. Motivation plays a role in supporting the work done to be better. When the company provides work motivation, it will instil a sense of responsibility and enthusiasm in employees to carry out tasks in the work properly (Effendy & Hariawan, 2023). After obtaining good work results, the level of employee job satisfaction will increase and have a positive impact on the company.

LITERATURE REVIEW

Job satisfaction is an affective or emotional response to various facets or aspects of one's job so job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects (Indrasari, 2017). According to the job characteristics approach, job satisfaction is determined primarily by the nature of the employee's job or by the characteristics of the organisation in which they work. Job satisfaction is largely determined by a comparison of what the job provides for them and what they provide for the job. Good job satisfaction will cause employees to be satisfied at work and improve employee performance, so good job satisfaction is needed by the company (Rusmewahni et al., 2023). There are nine indicators of job satisfaction according to Sule & Priansa (2018:172), namely: salary, promotion, supervision, additional benefits, awards, work procedures and regulations, co-workers, the job itself and communication.

Performance appraisal is a series of processes carried out by the organisation to determine and measure the level of success of employee performance in carrying out their duties and obligations based on existing positions and responsibilities (Cen, 2022). Performance appraisal is needed to determine the quantity and quality of performance performed by the workforce. Then, to find out the attitudes and obstacles experienced by the workforce regarding their existence in the organisation. There are six indicators in performance appraisal according to Fauzi and Hidayat (2020:26), namely: work results, the level of quality and quantity produced; job knowledge, related to job duties that directly affect the quantity and quality of work results; initiative, the level of initiative while carrying out job duties, especially in terms of handling problems that arise; mental dexterity, the level of ability and speed in receiving work instructions and adjusting to existing work methods and work situations; attitude, level of work enthusiasm and positive attitude while carrying out tasks and time discipline and attendance, related to punctuality and attendance rates.

On research (Dewi & David, 2023) it is said that performance appraisal has a positive and significant effect on employee job satisfaction. This shows that the fairer the performance appraisal given by the supervisor will further increase employee job satisfaction. Other research says that performance appraisals have a significant effect on employee job satisfaction. A good performance appraisal will greatly affect the increase in employee job satisfaction levels (Aryani et al., 2024).

Robbins & Judge (2015:127) state that work motivation is a process that explains the strength, direction and perseverance of a person in an effort to achieve goals. Motivation questions how to direct the power and potential of subordinates, so that they want to work together productively to achieve and realise predetermined goals (Hasibuan, 2019:110). There are four indicators in work motivation, namely: appreciation, social relationships, life needs and success at work.

Based on research (Rahayu & Aprianti, 2020) it is said that work motivation partially affects employee job satisfaction. This shows that motivation can increase employee job satisfaction. Other research says that work motivation has a positive and significant effect on employee job satisfaction. Work motivation in the company is needed to increase the enthusiasm and responsibility of employees in carrying out their duties. (Rulianti & Nurpribadi, 2023). On research (Effendy & Hariawan, 2023) it is said that work motivation affects job satisfaction and performance appraisal affects job satisfaction. Work motivation in the company is needed to increase the enthusiasm and responsibility of employees in carrying out their duties. Decreased employee performance appraisal will result in a lack of employee ability to carry out work and affect employee job satisfaction.

In accordance with the theoretical description and a number of previous research results, a conceptual framework is proposed which will be guided in the data processing process as shown in Picture 2 below:
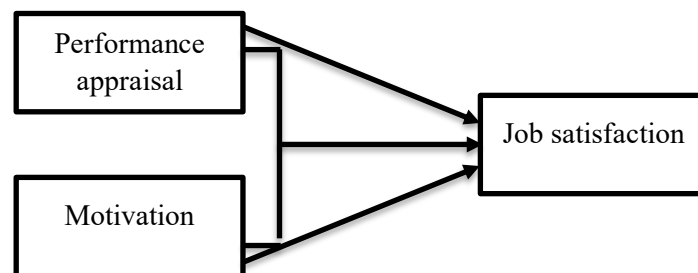
Picture 2. Conceptual framework

METHOD

This research is quantitative research. Quantitative methods can be interpreted as research methods used to research on certain populations or samples, data collection using research instruments, quantitative or statistical data analysis, with the aim of describing and testing predetermined hypotheses (Sugiyono, 2019). This research was conducted at PT Indonesia Asahan Aluminium (Inalum) located in Kuala Tanjung, Sei Suka District, Batu Bara Regency with the research time from January 2025 to March 2025.

The population in this study were all employees of the A team of the reduction section of PT Indonesia Asahan Aluminium (Inalum), totalling 60 people using the census technique or total sampling. The data collection technique was carried out by distributing questionnaires to respondents using a Likert scale measurement scale. The data that has been collected will then be processed with the SPSS 25.00 application by conducting validity and reliability tests on the research instrument. Furthermore, normality, multicollinearity and heteroscedasticity tests were carried out. Then multiple linear regression analysis test is carried out and for hypothesis testing using partial test (t) and simultaneous test (F).

RESULTS AND DISCUSSION
Research Results
Instrument Test

Measuring tools in research are usually called research instruments. According to Sugiyono (2019) research instrument is a tool used to measure observed natural and social phenomena. Instrument testing is carried out using 2 tests, namely validity test and reliability test.

a. Validity Test

This test was conducted on 30 respondents, then df = 30-k = 28, with α = 5%, the r table value was obtained at 0.361 (Sugiyono & Agus Susanto, 2017), then the calculated r value will be compared with the r table value as in Table 2 below:

Table 2. Validity Test Results

Variable Y (Job Satisfaction)			
Statement	r_{hitung}	r_{tabel}	**Validity**
1	0,555	0,361	Valid
2	0.684	0,361	Valid
3	0,848	0,361	Valid
4	0,678	0,361	Valid
5	0,843	0,361	Valid
6	0,804	0,361	Valid
7	0,809	0,361	Valid
8	0,802	0,361	Valid

Statement	r_{hitung}	r_{tabel}	Validity
9	0,787	0,361	Valid

Variable X1 (Performance Appraisal)

Statement	r_{hitung}	r_{tabel}	Validity
1	0,741	0,361	Valid
2	0,838	0,361	Valid
3	0,882	0,361	Valid
4	0,906	0,361	Valid
5	0,927	0,361	Valid
6	0,745	0,361	Valid

Variable X2 (Motivation)

Statement	r_{hitung}	r_{tabel}	Validity
1	0,849	0,361	Valid
2	0,834	0,361	Valid
3	0,777	0,361	Valid
4	0,828	0,361	Valid

Source: Data processed (2025)

Table 2 shows that all statement points for both job satisfaction variables, performance appraisal variables and motivation variables have a calculated r value greater than the r table value, so it can be concluded that all statements of each variable are declared valid.

b. Reliability Test

Reliability is an index that shows the extent to which a measuring device can be trusted or reliable. According to Syofian (2015:57) the criteria for a research instrument are declared reliable if Cronbach Alpha is greater than 0.6. Based on the results of data processing using SPSS 25.00, the following results were obtained:

Table 3. Reliability Test Result

Variable	Cronbach Alpha	Constant	Reliability
Job Satisfaction Variables (Y)	0,772	0,6	Reliabel
Performance Appraisal Variables (X1)	0,805	0,6	Reliabel
Motivation Variables (X2)	0,815	0,6	Reliabel

Source: Data processed (2025)

Based on the reliability test using Cronbach Alpha, all research variables are reliable / reliable because Cronbach Alpha is greater than 0.6, so the results of this study indicate that the measurement tool in this study has met the reliability test (reliable and can be used as a measuring tool).

Classical Assumption Test
a. Normality Test

Table 4. One Sample Kolmogorov Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.39429048
Most Extreme Differences	Absolute	.155
	Positive	.142
	Negative	-.155
Test Statistic		.155
Asymp. Sig. (2-tailed)		.001[c]
Monte Carlo Sig. (2-tailed)	Sig.	.200[d]
	99% Confidence Interval Lower Bound	.067
	Upper Bound	.333

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Based on 60 sampled tables with starting seed 2000000.
Source: Data processed (2025)

From the output in Table 4, it can be seen that the significance value (Monte Carlo Sig.) of all variables is more than 0.05, so the residual value is normal, so it can be concluded that all variables are normally distributed.

b. Uji Multicollinearity

The multicollinearity test in this study is seen from the tolerance value or variance inflation factor (VIF). The calculation of tolerance or VIF values with the SPSS 25.00 for windows programme can be seen in Table 5 below:

Table 5. Multicollinearity Test Result
Coefficients[a]

		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Penilaian Kinerja	.205	4.881
	Motivasi	.205	4.881

a. Dependent Variable: Kepuasan Kerja
Source: Data processed (2025)

Based on Table 5, it can be seen that the tolerance value of each variable shows all of them are greater than 0.10 while the VIF value of each variable shows all of them are smaller than 10. Based on the results of the above calculations, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also smaller than 10 so that there are no correlation symptoms in the independent variables. So it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model.

c. Uji Heteroscedasticity

The heteroscedasticity test aims to test whether the regression model has an inequality of variance from the residuals of one observation to another. A good regression model is one with homoscedasticity or no heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is with the Glejser Test. In the Glejser test, if the independent variable is statistically significant in influencing the dependent variable, there is an indication of heteroscedasticity. The results of data processing using SPSS 25.00 show the results in Table 6 below:

Table 6. Glejser Test Result
Coefficients^a

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	-1.141	1.384		-.824	.413
Penilaian Kinerja	-.027	.113	-.067	-.235	.815
Motivasi	.176	.192	.263	.918	.362

a. Dependent Variable: ABS_RES1
Source: Data processed (2025)

Based on Table 6, the significance value of each variable is greater than 0.05 so it can be concluded that there are no symptoms of heteroscedasticity in this research model.

Multiple Linear Regression Analysis

Multiple linear regression testing explains the magnitude of the role of the independent variable on the dependent variable. Data analysis in this study used multiple linear regression analysis using SPSS 25.00 for windows. The analysis of each variable is described in the following description:

Table 7. Multiple Linear Regression Result
Coefficients^a

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta
1 (Constant)	7.850	2.089	
Penilaian Kinerja	.274	.171	.233
Motivasi	1.309	.290	.655

a. Dependent Variable: Kepuasan Kerja
Source: Data processed (2025)

Based on these results, the multiple linear regression equation which has the formulation of: **$Y = a + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$**, so that the equation is obtained: **$Y = 7{,}850 + 0{,}274\ X_1 + 1{,}309 X_2 + \varepsilon$.**

Hypothesis Test
Partial Test (t)

The t statistical test is also known as the individual significance test. This test shows how far the influence of the independent variable partially on the dependent variable. In this study, partial hypothesis testing was carried out on each independent variable as in Table 8 below:

Table 8. Partial Test (t)
Coefficients^a

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	7.850	2.089		3.757	.000
Penilaian Kinerja	.274	.171	.233	1.603	.114
Motivasi	1.309	.290	.655	4.515	.000

a. Dependent Variable: Kepuasan Kerja
Source: Data processed (2025)

a. Effect of Performance Appraisal on Job Satisfaction
From Table 8, the t_{count} value is 1.603, with $\alpha = 5\%$, the t_{table} (5%; n-k = 58) obtained a t_{table} value of 2.001. From this description, it can be seen that the t_{count} of 1.603 < t_{table} 2.001 as well as the significance value of 0.114 > 0.05, it can be concluded that the first hypothesis is rejected, meaning that performance appraisal has no effect on job satisfaction.

b. The Effect of Motivation on Job Satisfaction
From Table 8, the t_{count} value is 4.515, with $\alpha = 5\%$, the t_{table} (5%; n-k = 58) obtained a t_{table} value of 2.001. From this description, it can be seen that the t_{count} is 4.515 > t_{table} 2.001, as well as the significance value of 0.000 < 0.05, it can be concluded that the second hypothesis is accepted, meaning that motivation affects job satisfaction.

Simultaneous Test (F)

This test basically shows whether all the independent variables included in this model have a joint influence on the dependent variable. The results of the F test can be seen in Table 9 below:

Table 9. Simultaneous Test (F)
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	352.285	2	176.142	87.535	.000^b
	Residual	114.699	57	2.012		
	Total	466.983	59			

a. Dependent Variable: Kepuasan Kerja
b. Predictors: (Constant), Motivasi, Penilaian Kinerja
Source: Data processed (2025)

From Table 9, the F_{count} value is 87.535, with $\alpha = 5\%$, dk numerator: k, dk denominator: n-k-1 (5%; Df1: 2; Df2: 57), the F_{table} value is 3.16. From this description, it can be seen that F_{count} 87.535 > F_{table} 3.16 and the significance value is 0.000 < 0.05, it can be concluded that the third hypothesis is accepted, meaning that the performance appraisal variable and the motivation variable have a joint (simultaneous) effect on the job satisfaction variable.

Discussion

1. Performance Appraisal Has No Effect on Job Satisfaction
Performance appraisal is a series of processes carried out by the company to determine and measure the level of success of employee performance in carrying out their duties and responsibilities. A good performance appraisal will greatly affect employee job satisfaction. Performance appraisal results are needed as input and feedback for employees. Based on the results of testing the first hypothesis, it is found that performance appraisal has no effect on job satisfaction. This indicates that there are other factors that may affect the job satisfaction variable. This result is not in line with research (Dewi & David, 2023) which states that performance appraisal has a positive and significant effect on employee job satisfaction. Furthermore, the research results (Aryani et al., 2024) who found that performance appraisal has a significant effect on employee job satisfaction. A good performance appraisal will greatly affect the level of employee job satisfaction.

2. Motivation Affects Job Satisfaction
Motivation is the internal drive that drives a person to achieve a certain goal. Strong motivation, both intrinsic and extrinsic, can increase employee morale. When employees feel motivated by factors such as recognition, rewards or opportunities for growth, they tend to be more enthusiastic and dedicated in carrying out their tasks. Conversely, a lack of motivation can lower morale and reduce productivity. Therefore, managers must understand and fulfil employees' motivational needs to maintain high morale. Based on the results of testing the second hypothesis, it is found that motivation affects job satisfaction. This result is in line with research (Rahayu & Aprianti, 2020) which states that work motivation partially affects employee job satisfaction. This

shows that motivation can increase employee job satisfaction. The same findings were also obtained (Effendy & Hariawan, 2023) who found that work motivation affects job satisfaction. Work motivation in the company is needed to increase the enthusiasm and responsibility of employees in carrying out their duties. Furthermore, the research results (Cai Cen, 2022) also found that work motivation affects job satisfaction. The motivation provided by the company will have an impact on the job satisfaction of the employees themselves.

3. Performance Appraisal and Motivation Simultaneously Affect Job Satisfaction

Things that can affect job satisfaction include performance appraisal and motivation. Based on the results of testing the third hypothesis, it is found that performance appraisal and motivation have a joint (simultaneous) effect on job satisfaction. This result is in line with research (Effendy & Hariawan, 2023) which states that work motivation, work environment and performance appraisal together or simultaneously affect job satisfaction. Furthermore, the research results (Syabani et al., 2024) found that employee performance appraisal, competence and motivation have a positive value and significant effect on employee job satisfaction.

CONCLUSION

Based on the results of the calculation and discussion, it can be concluded that the first hypothesis obtained t_{count} value $1.603 < t_{table}$ 2.001 and its significance value of $0.114 > 0.05$, it can be concluded that performance appraisal has no effect on job satisfaction. The second hypothesis obtained a t_{count} value of $4.515 > t_{table}$ 2.001 and a significance value of $0.000 < 0.05$, it can be concluded that motivation has an effect on job satisfaction. The third hypothesis obtained F_{count} value $87.535 > F_{table}$ 3.16 and the significance value is $0.000 < 0.05$, it can be concluded that performance appraisal and motivation have a joint (simultaneous) effect on job satisfaction in team A of the reduction section of PT Indonesia Asahan Aluminium (Inalum).

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