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Job Performance among Overtime Employees at Shipyard Industry: Structural Equation Model of Motivation, Hygiene Factors, and Job Satisfaction

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ABSTRACT

The objective of this study was to analyze factors that affecting job performance based on Herzberg's two-factor theory among overtime employee at shipyard industry. The study employed an explanatory research design and cross-sectional design. The total sample was 104 employees working, who were selected through random sampling. The endogenous variable was job performance, the exogenous variables were motivation and hygiene factors, and the mediator was job satisfaction. The data were analyzed using Structural Equation Modeling (SEM) – Partial Least Squares (PLS). The study's results showed that the motivation and hygiene factor had a positive and significant effect on Job Performance. In addition, job satisfaction had a positive and significant effect on job performance. Furthermore, job satisfaction mediated the relationship between motivation factor and job performance, as well as the relationship between hygiene factor and job performance. These findings implied that companies needed to pay attention to incentives (hygiene) and good working conditions (motivation).

Keywords: Job performance; Hygiene; Motivation; overtime; shipyard

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INTRODUCTION

South Kalimantan Province borders the Java Sea and has Trisakti Port, which serves as an inter-island and international gateway (Normelani et al., 2022). This strategic location supports the growth of the shipbuilding industry. This industry specializes in producing high-quality vessels such as tugboats and barges for coal transportation and logistics (Perkasa, 2024). However, to meet production targets, employees are often required to work overtime, which raises concerns regarding worker welfare (Novantoro & Singgih, 2023).

According to the International Labor Organization (ILO), standard working hours may not exceed 8 hours daily or 48 hours weekly, and overtime is restricted to a maximum of 56–60 hours (ILO, 1919). In Indonesia, Law No. 6 of 2023 stipulates that overtime must not exceed 4 hours per day, 18 hours per week, and 56 hours per month (Presiden Republik Indonesia). Excessive overtime may improve productivity but also increases risks of fatigue and workplace accidents

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(Darimi et al., 2024). On the other hand, overtime had advatage, such as additional income, and it may enhance job satisfaction, productivity (Ko & Choi, 2019; Tan et al., 2023), and motivation (Herzberg et al., 2011), as employees benefit from incentives and rewards (Nguyen & Giang, 2019). Motivation for additional incentives has been shown to influence job satisfaction (Basalamah, 2021; Marsudi et al., 2022), which in turn affects job performance (Katebi et al., 2022).

The relationship between job satisfaction and performance has been widely studied within the framework of Herzberg's Two-Factor Theory, which distinguishes motivation factors and hygiene factors (Herzberg et al., 2011). These factors directly affect job satisfaction (Marsudi et al., 2022; Warrier & Prasad, 2018). Prior studies have shown that job satisfaction positively influences job performance, which can be reflected in productivity and achievements (Marsudi et al., 2022). A preliminary assessment of 19 overtime employees at PMP indicated varying levels of performance, ranging from above average to excellent, suggesting that job satisfaction may play a critical role in linking motivation and hygiene factors to performance outcomes.

Despite its importance, limited research has investigated how job satisfaction mediates the relationship between motivation factors, hygiene factors, and job performance, particularly in the context of overtime employees in shipyards. Given the unique work demands of the shipbuilding industry, this study aimed to analyze factors that affecting job performance, using Herzberg's Two-Factor Theory as the underlying framework.

LITERATURE REVIEW

Theoretical background and Hypotheses Development

Motivation Factor on Job Performance

Motivation plays an essential role in improving employee performance and organizational effectiveness. It contributes significantly to employees' work output (Kumari et al., 2021; Mardanov, 2021; Marsudi et al., 2022). When employees feel motivated and competent, their work spirit increases, which positively impacts productivity. Employee motivation becomes a dominant factor in determining organizational success and work efficiency. This is highly relevant in the context of overtime employees, as high motivation enables them to remain focused, enthusiastic, and capable of maintaining performance beyond regular working hours (Tan et al., 2023).

H1: Motivation factors had positive effect on job performance among overtime employees.

Hygiene Factor on Job Performance

Hygiene factors consist of company policies, supervision, working conditions, salary, and workplace relationships. Supportive policies, fair supervision, and proper working conditions improve employee well-being, ensure fairness, and maintain compliance. Likewise, adequate salary and benefits reduce financial concerns, allowing employees to be more focused and productive. Among overtime employees, hygiene factors are crucial because they directly affect comfort, safety, and compensation during extended working hours. Inadequate hygiene factors may lead to fatigue and reduced concentration, thereby negatively affecting job performance. Harmonious workplace relationships also strengthen team effectiveness (Mardanov, 2021; Marsudi et al., 2022). Conversely, the absence of hygiene factors may lead to stress, fatigue, and

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interpersonal conflicts, ultimately reducing work quality and quantity (Mardanov, 2021; Marsudi et al., 2022).

H2: Hygiene factors had positive effect on job performance among overtime employees.

Motivation Factor on Job Satisfaction

According to Herzberg's two-factor theory, motivation factors include achievement, recognition, job characteristics, responsibility, and career advancement. These factors are particularly important for employees working overtime (Tan et al., 2023). Overtime often requires sacrificing personal time and extra energy. If employees are not appreciated, lack meaningful tasks, and have no career development opportunities, they are more likely to feel exhausted, dissatisfied, and disengaged. However, when overtime is related to challenging goals, recognition from supervisors, or greater responsibilities, employees may experience higher job satisfaction (Marsudi et al., 2022; Warrier & Prasad, 2018).

H3: Motivation factors had positive effect on job satisfaction among overtime employees.

Hygiene Factor on Job Satisfaction

Overtime employees are more likely to feel satisfied if working conditions are supportive, such as a comfortable environment, fair overtime systems, access to meals or rest breaks, and appropriate financial compensation (Tan et al., 2023). Thus, hygiene factors play a crucial role in the context of overtime. The absence of these factors may lower job satisfaction and increase burnout, turnover, and decline on job performance.

H4: Hygiene factors had positive effect on job satisfaction among overtime employees.

Job Satisfaction on Job Performance

Job performance is influenced by multiple factors, one of which is job satisfaction. Previous studies have confirmed a positive relationship between job satisfaction and job performance across various industries worldwide (Katebi et al., 2022; Rokeman et al., 2023). Among overtime employees, job satisfaction positively influences job performance, as satisfied employees are more motivated and able to maintain focus during extended working hours, resulting in better performance. High job satisfaction positively impacts productivity, efficiency, and overall employee achievement (Katebi et al., 2022).

H5: Job satisfaction had positive effect on job performance among overtime employees.

Job Satisfaction as a Mediator between Motivation Factor and Job Performance

Overtime driven by motivation for additional income can have positive outcomes, including higher job satisfaction and productivity (Ko & Choi, 2019; Tan et al., 2023). Overtime employees often earn more due to additional incentives (Van Pham & Nguyen, 2020). The motivation for incentives has been shown to influence job satisfaction (Basalamah, 2021; Marsudi et al., 2022) and subsequently job performance (Katebi et al., 2022; Kumari et al., 2021).

H6: Job satisfaction as mediator between motivation factors and job performance among overtime employees.

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Job Satisfaction as a Mediator between Hygiene Factor and Job Performance

Overtime work is also influenced by hygiene factors, particularly compensation. As extrinsic factors, hygiene aspects such as salary, job security, supervision, and working conditions directly affect job satisfaction. When these extrinsic conditions are favorable and make work life balance, so job satisfaction increases, which in turn enhances productivity and job performance (Katebi et al., 2022; Putri et al., 2023; Warrier & Prasad, 2018). Therefore, job satisfaction is expected to mediate the relationship between hygiene factors and job performance.

H7: Job satisfaction as mediator between hygiene factors and job performance among overtime employees.

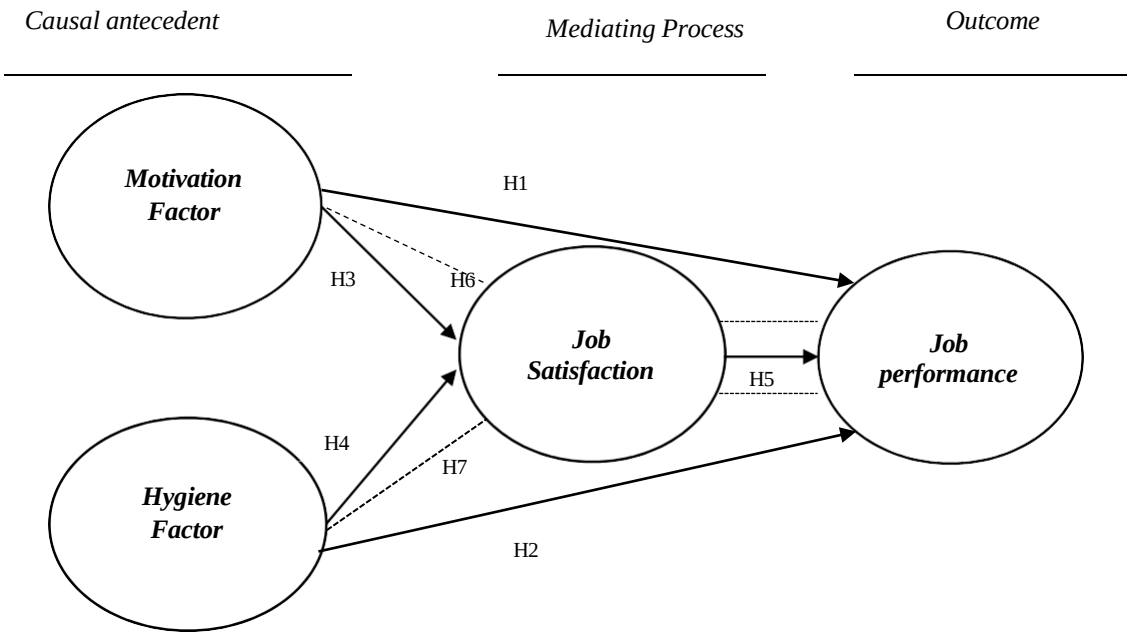


Figure 1. Factors Affecting Job Performance among Overtime Employee: Tested Model

METHODS

Research Design

This study employed explanatory research and cross-sectional design to analyze job satisfaction as a mediator between motivation factors and hygiene factors with job performance, based on Herzberg's Two-Factor Theory (Herzberg et al., 2011), among overtime employeesat shipyard industry.

Population and Sample Size

The population of this study consisted of employees working in the operational division at PT PMP, Banjarmasin, South Kalimantan, Indonesia. The target population included employees who had previously worked overtime and had been employed for at least one year in 2025. The exclusion criterion was employees working in the finance division. The suggested sample size for Structural Equation Modeling (SEM) ranges from 75 to 200 respondents (Kenny, 2015) or 5 to 7

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samples per parameter (Kline, 2023). This study included 9 parameters (5 paths, 2 exogenous variables, and 2 covariances), requiring a minimum of 45–63 respondents. Data were collected from 104 randomly selected employees. A list of eligible employees was prepared, and each individual was assigned a unique identification number. These numbers were entered into a digital wheel spin tool and randomly selected until the required sample size was achieved.

Variables

The endogenous variable in this study was job performance. The exogenous variables were motivation factors and hygiene factors, while the mediating variable was job satisfaction. Table 1 showed the indicators of each variable.

Table 1. Research Variables and Indicators

	Variable laten		**Indicator**
X1	Motivation Factor	X1.1	Achievement
		X1.2	Recognition
		X1.3	Job Characteristic
		X1.4	Responsibility
		X1.5	Advancement
X2	Hygiene Factor	X2.1	Company policies
		X2.2	Supervision
		X2.3	Work condition
		X2.4	Salary
		X2.5	Relationship
Z	Job satisfaction	Z1.1	Internal
		Z1.2	External
Y	Job performance	Y1.1	Quality
		Y1.2	Quantity
		Y1.3	Knowledge
		Y1.4	Initiative
		Y1.5	Responsibility
		Y1.6	Teamwork
		Y1.7	Personal quality
		Y1.8	Work discipline

Instruments

Data were collected using self-report questionnaires. Permission was obtained from the original authors to adopt the instruments, which were adapted according to WHO guidelines. Forward translation was first conducted by an expert fluent in English whose native language is Indonesian. This was followed by an expert panel review. Subsequently, back translation was performed by translating the Indonesian version back into English. Finally, a pilot study was conducted to assess the clarity and comprehensibility of the questionnaire language among potential respondents.

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The respondent characteristics questionnaire included age, gender, years of employment, and educational background. The motivation factor questionnaire was adopted from Sanjeev (2016) and consisted of 12 items. It was constructed from the domains of achievement, recognition, job characteristics, responsibility, and career advancement (Herzberg et al., 2011; Sanjeev & Surya, 2016; Van Pham & Nguyen, 2020). Its convergent validity was acceptable with AVE > 0.35, and reliability was 0.89. Higher scores indicated stronger motivation factors. The hygiene factor questionnaire was also adopted from Sanjeev (2016) and consisted of 21 items. It was built upon company policies, supervision, working conditions, salary, and workplace relationships (Herzberg et al., 2011; Sanjeev & Surya, 2016; Van Pham & Nguyen, 2020). Its convergent validity was acceptable with AVE > 0.42, and reliability was 0.79.

Job satisfaction was measured using the Minnesota Satisfaction Questionnaire (MSQ), consisting of 20 Likert-scale items. It was divided into two domains: internal satisfaction and external satisfaction. The total score was obtained by summing all items, with higher scores indicating greater job satisfaction (Weiss et al., 1967). The Cronbach's alpha of the MSQ was 0.91. Job performance was measured using a questionnaire developed by Maryani (2021), which included items on production output, production effectiveness, work efficiency, and achievement (Maryani et al., 2021). The items measuring the motivation factors, hygiene factors, and job satisfaction variables were assessed using an interval scale with a five-point Likert scale: strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5), and the original Cronbach's alpha was 0.6.

Procedure

Data collection was preceded by a preliminary study at PT PMP to identify employee overtime practices and performance records in 2024. Respondents completed the questionnaires via a Google Form link. Informed consent was obtained from all participants prior to participation. The questionnaire took approximately 30–45 minutes to complete. Respondents who agreed to participate received phone credit as a reward. Participation was voluntary, and respondents were free to withdraw at any point. All collected data were accessible only to the researcher and supervisors, and no personal data were used beyond the scope of the study.

Data analysis

Descriptive analysis was performed to determine the frequency distribution of variables. Hypothesis testing was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The analysis was carried out with SmartPLS software, including evaluation of the measurement model (outer model), the structural model (inner model), and hypothesis testing. Hypotheses were tested using t-statistics and probability values, with a significance level set at $p < 0.05$.

RESULTS

Table 2 showed the characteristic of respondents Table 2 shows the characteristics of 104 respondents in this study. The majority were male (97.1%), with an average age of 28.82 years (SD = 9.31), and most respondents were in the 20–30 age group (68.3%). In terms of education,

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most had a senior high school degree (66.3%), while a smaller proportion had elementary (5.8%), junior high (13.5%), or bachelor's degrees (14.4%). Respondents worked across several departments, with the largest groups in Production (37.5%), PE, QA & QC (29.8%), and Business Support (28.8%). Regarding work experience, 37.5% had worked for 12 months, while in terms of salary, the largest group earned between 5.1–7 million rupiah (36.5%).

Table 2. Characteristic of Respondents

Characteristic of Respondents	N	%
Gender		
Male	101	97.11
Female	3	2.89
Total	104	100.00
Age (years)		
<20	5	4.8
20 - 30	71	68.3
31 - 40	13	12.5
41-58	15	14.4
Total	104	100.0
Mean (SD)	28.82 (9.31)	
Education degree		
Elementary school	6	5.8
Junior high school	14	13.5
Senior high school	69	66.3
Bachelor degree	15	14.4
Total	104	100.0
Department		
QA & QC	31	29.8
Production	39	37.5
Business support	30	28.8
Production cost control department	3	2.9
Sales	1	1.0
Total	104	100.0
Length of work (month)		
12	39	37.5
13-24	19	18.3
25-36	9	8.7
37-48	11	10.6
49-60	8	7.7
>60	18	17.3
Total	104	100.0
Salary (Rp)		
< 3 million	28	26.9
3 – 5 million	23	22.1
5.1 – 7 million	38	36.5
7.1 – 9 million	5	4.8

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>9 million	10	9.6
Total	104	100.0

Table 3 presented the descriptive statistics of the study variables. The results showed that motivation factors had a mean score of 45.34 (SD = 10.79) with values ranging from 15 to 60, while hygiene factors had a higher mean of 82.52 (SD = 15.08) within a range of 47 to 105. Job satisfaction demonstrated a mean of 72.12 (SD = 18.53) with a range of 25 to 98. Job performance recorded the highest mean score of 89.15 (SD = 3.30) and the narrowest range (72-100), suggesting relatively stable and consistently high-performance levels among respondents.

Table 3. Descriptive statistics of variables

Variables	N	Min	Max	Mean	SD
Motivation factors	104	15	60	45.34	10.79
Hygiene factors	104	47	105	82.52	15.08
Job satisfaction	104	25	98	72.12	18.53
Job performance	104	72	100	89.15	3.30

Table 4 showed the factor loadings of the study variables. All indicators exceeded the recommended threshold (>0.70), confirming that motivation factors, hygiene factors, job performance, and job satisfaction were well represented and validly measured.

Table 4. Factor Loading of The Variables

Indicator	Motivation factor (x1)	Hygiene factor (x2)	Job performance (y)	Job satisfaction (z)
X1.1	0.867			
X1.2	0.882			
X1.3	0.931			
X1.4	0.929			
X1.5	0.927			
X2.1		0.870		
X2.2		0.885		
X2.3		0.928		
X2.4		0.904		
X2.5		0.929		
Y1.1			0.752	
Y1.2			0.776	
Y1.3			0.805	
Y1.4			0.832	
Y1.5			0.832	
Y1.6			0.813	

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Y1.7	0.759	
Y1.8	0.757	
Z1.1		0.917
Z1.2		0.926

Table 5 presents the results of convergent validity, composite reliability, and Cronbach's alpha for the research variables. All AVE values exceeded the recommended threshold of 0.50, with composite reliability and Cronbach's alpha also above 0.70. These results confirm that all constructs meet the criteria for validity and reliability, ensuring consistency and accuracy of the measurement instruments.

Table 5. Convergent validity, Composite Reliability, and Cronbach alpha of the variables

Variables	AVE	CR	Cronbach Alpha
Motivation factors	0.824	0.950	0.946
Hygiene factors	0.816	0.950	0.944
Job satisfaction	0.849	0.825	0.823
Job performance	0.626	0.918	0.915

Table 6 shows that the Motivation Factor construct has a value of 0.908, which is higher than its correlations with other constructs. Similarly, the Hygiene Factor construct has a value of 0.904, and the Job Performance construct has a value of 0.791, both of which exceed the correlations with other constructs. Therefore, it can be concluded that all constructs meet the criteria for discriminant validity.

Table 6. *Fornell Larcker*

Variable	***Motivation Factor* (X1)**	***Hygiene Factor* (X2)**	***Job Performance* (Y)**	***Job Satisfaction (Z)***
***Motivation Factor* (X1)**	**0.908**			
***Hygiene Factor* (X2)**	0.568	**0.904**		
***Job Performance* (Y)**	0.602	0.648	**0.791**	
***Job Satisfaction* (Z)**	0.469	0.489	0.659	**0.922**

Table 7 shows that the predictive relevance (Q^2) value for Job Performance is 0.363 (> 0), and for Job Satisfaction is 0.237 (> 0). These results indicate that the model has adequate predictive relevance for both endogenous variables.

Table 7. *Construct Cross Validated Redundancy*

Variabel	SSO	SSE	Q^2 (=1-SSE/SSO)
***Job Performance* (Y)**	832	529.722	0.363

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***Job Satisfaction* (Z)**	208	158.740	0.237

Table 8 shows the R-square values of the endogenous variables. Job performance has an R-square of 0.608, indicating that about 60.8% of its variance can be explained by the independent variables in the model. Meanwhile, job satisfaction has an R-square of 0.293, suggesting that 29.3% of its variance is explained by the predictors. These values demonstrate that the model has moderate explanatory power, particularly stronger for job performance compared to job satisfaction.

Table 8. R-Square

Variable	R-Square
Job performance (Y)	0.608
Job satisfaction (Z)	0.293

Table 9 reported an NFI value of 0.829, indicating a good level of model fit. This suggests that the proposed research model demonstrates an acceptable fit with the observed data.

Tabel 9. Model Fit

Data	Estimated model
SRMR	0.064
d_ULS	0.861
d_G	0.574
Chi-square	329.584
NFI	0.829

Table 10 shows the results of hypothesis testing, where all seven proposed hypotheses were supported. Both motivation factors (X1) and hygiene factors (X2) significantly influenced job performance (Y) and job satisfaction (Z). In addition, job satisfaction (Z) was found to have a strong and significant effect on job performance (Y), indicating its mediating role. Overall, these results confirm that motivation, hygiene factors, and job satisfaction play important roles in improving job performance.

Table 10. Path Coefficients

Variable	*Original sample (O)*	*T statistics (|O/STDEV|)*	*P values*	*Results*	*Conclusion*
H1: Motivation Factor (X1)-> Job Performance (Y)	0.235	2.921	0.004	Significant	H1: supported
H2: Hygiene Factor (X2) -> Job Performance (Y)	0.324	4.520	0.000	Significant	H2: supported
H3: Motivation Factor (X1) -> Job Satisfaction (Z)	0.282	2.443	0.015	Significant	H3: supported
H4: Hygiene Factor (X2) -> Job Satisfaction (Z)	0.329	2.996	0.003	Significant	H4: supported
H5; Job Satisfaction (Z) -> Job Performance (Y)	0.391	5.432	0.000	Significant	H5: supported

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H6: Motivation Factor (X1) -> Job Satisfaction (Z) -> Job Performance (Y)	0.110	2.067	0.039	Significant	H6: supported
H7; Hygiene Factor (X2) -> Job Satisfaction (Z) -> Job Performance (Y)	0.129	2.669	0.008	Significant	H7: supported

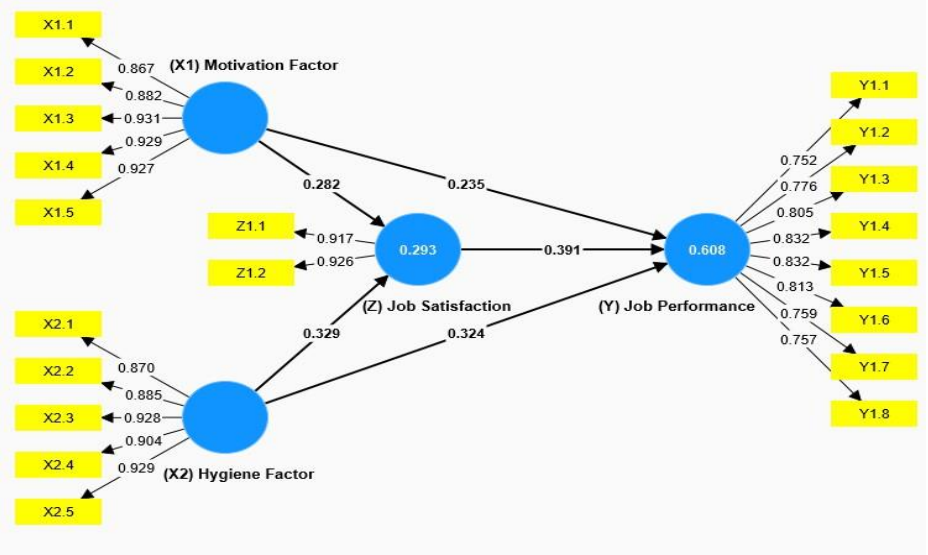


Figure 2. Factors that affecting job performance among overtime employee

DISCUSSION

This study aimed to examine the relationship between motivation factors, hygiene factors, job satisfaction, and job performance among employees working overtime in the shipyard industry. The analysis results indicated that all hypotheses (H1–H7) were supported, thereby reinforcing Herzberg's Two-Factor Theory in the context of overtime work.

First, the findings of this study indicated that motivation factors had a positive effect on job performance. This result is consistent with previous studies which found that achievement, recognition, and advancement can enhance work performance (Kumari et al., 2021; Mardanov, 2021; Marsudi et al., 2022; Van Pham & Nguyen, 2020). In the context of shipyard employees who are required to work overtime, intrinsic motivation plays a crucial role in maintaining productivity despite the additional workload.

Second, the results of this study showed that hygiene factors also have a positive effect on job performance. This supports Herzberg's (2011) concept that external factors such as salary, company policies, and working conditions contribute to minimizing job dissatisfaction (Herzberg et al., 2011). This finding extends previous studies by demonstrating that in an overtime context, hygiene factors not only prevent dissatisfaction but can also promote improved job performance.

Third, this study found that both motivation factors and hygiene factors had a significant effect on job satisfaction. This result was consistent with previous studies showing that intrinsic motivation provided psychological fulfillment (Kumari et al., 2021; Qomari & Claudia, 2023; Sanjeev & Surya, 2016), while hygiene factors offered a sense of security (Marsudi et al., 2022; Tan et al., 2023). In the context of overtime work, both factors played a role: intrinsic motivation enabled employees to accept the additional workload, while hygiene factors ensured that overtime conditions could be managed without excessive pressure.

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Furthermore, this study showed that job satisfaction had a significant effect on job performance. This finding was in line with previous studies stating that job satisfaction was positively correlated with job performance (Avdiaj, 2019; Katebi et al., 2022; Kumari et al., 2021; Maryani et al., 2021). In the context of overtime work, job satisfaction functioned as an important psychological mechanism that enabled employees to maintain both the quality and quantity of their work, as well as uphold discipline and teamwork.

Finally, the results of this study also showed that job satisfaction mediated the relationship between motivation factors and hygiene factors with job performance (Warrier & Prasad, 2018). This mediation emphasized that job satisfaction was the main pathway linking motivation and hygiene factors with job performance. These findings implied that companies not only needed to pay attention to incentives (hygiene) or good working conditions (motivation), but also had to ensure that such policies created a sense of satisfaction among employees, particularly when facing the demands of overtime work.

This study implies that companies should not only provide financial incentives for overtime work but also foster a supportive work environment that ensures fairness, recognition, and opportunities for growth. When employees feel valued and satisfied, they are more likely to sustain high levels of performance. In addition, organizations need to design overtime policies that balance productivity demands with employee well-being. Providing adequate rest and safety facilities, and rewarding both effort and achievement during overtime work were needed. By adopting such practices, companies can maintain operational continuity while simultaneously enhancing employee satisfaction, motivation, and long-term commitment.

CONCLUSION

This study demonstrated that motivation factors and hygiene factors significantly influenced job satisfaction and job performance among employees working overtime in the shipyard industry. Job satisfaction also played a mediating role, linking these factors to job performance. These findings confirm the relevance of Herzberg's Two-Factor Theory in the context of overtime work.

This study has some limitations. First, it used self-reported questionnaires, which depend on the reliability of participants' responses.. Second, the cross-sectional design did not allow for causal conclusions. Third, the study was conducted in one industry and cultural context, which may limit generalizability. Future research should consider longitudinal designs, include different industries and cultural settings, and use qualitative approaches to gain deeper insights into employees' experiences of motivation, satisfaction, and performance during overtime work.

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