

ISSN : 2580-3220, E-ISSN : 2580-4588  
J. Mandiri., Vol. 8, No. 2, Desember 2024 (124 - 130)  
©2017 Lembaga Kajian Demokrasi  
dan Pemberdayaan Masyarakat (LKD-PM)  
DOI: <https://doi.org/10.33753/mandiri.v8i2.330>

## **The Influence of the Job Creation Law Implementation and Work Motivation on Employee Performance at CV Solfegio Music Pare**

**Itot Bian Raharjo**

Fakultas Ekonomi dan Bisnis, Universitas Nusantara PGRI Kediri

[itotbian@unpkediri.ac.id](mailto:itotbian@unpkediri.ac.id)

**Divi Kusumaningrum**

Fakultas Hukum, Universitas Kadiri

[divikusuma@unik-kediri.ac.id](mailto:divikusuma@unik-kediri.ac.id)

**Isfauzi Hadi Nugroho**

Fakultas Keguruan dan Ilmu Pendidikan, Universitas Nusantara PGRI Kediri

[isfauzi@unpkediri.ac.id](mailto:isfauzi@unpkediri.ac.id)

### **Abstract**

This study aims to analyze the influence of the Job Creation Law implementation and work motivation on employee performance (both teaching and non-teaching staff) at CV Solfegio Music Pare. The research method employed is quantitative with an explanatory research approach. The population consists of all employees of CV Solfegio Music Pare, with a sample of 30 respondents selected using purposive sampling. Data were collected through questionnaires using a 5-point Likert scale. The data analysis techniques included validity and reliability tests, multiple linear regression, and hypothesis testing. The results indicate that the implementation of the Job Creation Law has a positive and significant effect on employee performance ( $\beta = 0.312$ ;  $p = 0.021$ ). Work motivation also shows a positive and significant effect on employee performance ( $\beta = 0.476$ ;  $p = 0.004$ ). The coefficient of determination ( $R^2$ ) is 0.63, meaning that 63% of the variation in employee performance is explained by the implementation of the Job Creation Law and work motivation. Thus, it can be concluded that the combination of adaptive labor regulations and effective work motivation can improve individual performance in creative work environments such as CV Solfegio Music Pare.

**Keywords:** Job Creation Law, Work Motivation, Employee Performance

### **INTRODUCTION**

The transformation of labor regulations in Indonesia has undergone significant changes following the enactment of Law Number 11 of 2020 on Job Creation, which was later revised through Law Number 6 of 2023. This regulation aims to create a more conducive investment climate, enhance economic competitiveness, and streamline bureaucracy (Hamid, 2021). However,

its implementation has sparked debates among workers, employers, labor unions, and academics regarding its impact on labor protection and the stability of industrial relations.

In human resource management, employee performance is influenced by internal factors such as motivation as well as external factors such as regulations and organizational policies. Self-Determination Theory emphasizes that

intrinsic motivation leads to more sustainable performance compared to extrinsic motivation. Changes in regulation can affect perceptions of job security and career prospects, which in turn influence employee motivation and performance.

Recent empirical findings show that regulatory changes can moderate the relationship between motivation and performance. Sunandha (2024) found that perceptions of job security shift following the implementation of new labor policies. Mateo (2025) research in the education sector also indicates that regulatory uncertainty can weaken the influence of intrinsic motivation on performance. Supporting this, Putra (2023) reported that frequent policy changes create cognitive and emotional strain on employees, reducing their engagement and lowering performance expectations.

The labor cluster within the Job Creation Law introduces flexibility in employment contracts, layoffs, and minimum wage arrangements that are more adaptive to regional economic conditions (Hutama et al., 2024). Although the policy aims to increase investment and create jobs at the macro level, it has faced resistance due to perceptions that it reduces worker protection (Hakim & Rumijati, 2024). Such negative perceptions can undermine the psychological contract between employees and organizations, affecting trust, commitment, and performance. This is in line with prior research by Restu & Ananda (2022), which finds that a disrupted psychological contract is strongly correlated with decreased organizational commitment and higher turnover intention.

Work motivation is also shaped by changes in reward systems, perceptions of fairness, and development opportunities (Rahmah, 2023). The study by Prayekti and Prayekti (2023) shows that employees with high intrinsic motivation are more resilient to regulatory changes compared to those who rely primarily on extrinsic motivation.

In the creative economy sector including music training institutions such as CV Solfegio Music Pare the demand for creativity, flexibility, and emotional interaction with learners makes the interplay between motivation and regulation more complex. Although the impact of regulation has

been widely studied in the formal sector, research on non-formal educational institutions within the creative industry remains limited (Safitri et al., 2022). Supporting this gap, international studies by Bennett (2021) and Park & Liu (2023) emphasize that creative and arts-based institutions frequently operate under informal structures, making them more vulnerable to regulatory disruptions.

A methodological research gap also exists, as most previous studies employed quantitative approaches, while qualitative explorations of employees' subjective experiences remain scarce (Chatra et al., 2023). Furthermore, longitudinal studies examining the long-term impact of regulatory changes are still limited (Rahman & Dewi, 2023). Additionally, Rohim (2024) underlines the need for context-specific qualitative studies, particularly in small-scale creative enterprises, to fully understand how regulatory transformations influence everyday work dynamics.

This study seeks to address these gaps through a qualitative approach that emphasizes an in-depth exploration of how regulatory changes influence motivation and performance in music training institutions. Theoretically, this research is expected to produce an integrative model explaining the mechanisms by which regulation affects motivation and performance. Practically, the findings may assist managers of music training institutions and stakeholders in the creative industry in designing human resource management strategies that are adaptive to regulatory changes while maintaining employee motivation and performance.

## **METHODS**

This study employed a quantitative method with an explanatory research approach, which aims to explain causal relationships among variables through empirical hypothesis testing. This approach was chosen to examine the extent to which the implementation of the Job Creation Law (X1) and work motivation (X2) influence employee performance (Y) at CV Solfegio Music

Pare.

The population of this research consisted of all employees of CV Solfegio Music Pare, totaling 35 individuals. From this population, a sample of 30 respondents was selected using purposive sampling, which is based on specific criteria. The criteria applied were employees who had been working for at least one year and were actively involved in operational activities, as they were considered to have adequate understanding of organizational conditions and the changes resulting from the implementation of labor regulations.

The research instrument used was a questionnaire designed with a five point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The questionnaire was structured to measure three main variables, namely:

1. Implementation of the Job Creation Law (X1), measured through indicators such as employment contracts, working hour flexibility, employee rights protection, and policy socialization.
2. Work Motivation (X2), covering both intrinsic aspects (recognition and appreciation) and extrinsic aspects (salary, bonuses, and job security).
3. Employee Performance (Y), assessed through indicators including work quality, quantity of output, punctuality in task completion, and initiative at work.

The data analysis technique was carried out in several stages. First, a validity test was conducted using Pearson Product Moment to ensure that each questionnaire item accurately measured its intended indicator. Second, a reliability test using Cronbach's Alpha was applied to confirm the consistency of responses. Once the instrument was declared valid and reliable, the data were analyzed using multiple linear regression to examine both simultaneous and partial effects of X1 and X2 on Y. The t-test was used to determine the partial effect of each independent variable on the dependent variable, while the F- test assessed

their simultaneous effect. Finally, the coefficient of determination ( $R^2$ ) was calculated to measure the extent to which the implementation of the Job Creation Law and work motivation explain the variation in employee performance.

## RESULTS

To test the research hypothesis, several analyses were conducted including validity and reliability testing, descriptive statistics, regression analysis, and simultaneous testing. The detailed results are presented in the following tables.

**Table 1.** Validity and reliability test

Test Type	Criteria	Result	Conclusion
Validity Test	r count > r table (0.361)	All items r > 0.361	Valid
Reliability Test	Cronbach Alpha > 0.70	All variables > 0.70	Reliable

Source: Primary data processed (2025).

All questionnaire items used in this study were declared valid and reliable, meaning that the instrument could accurately measure the intended variables.

**Table 2.** Descriptive statistics

Variable	Mean Score	Category
Implementation of Job Creation Law (X1)	4.1	Good
Work Motivation (X2)	4.3	High
Employee Performance (Y)	4.2	Good

Source: Primary data processed (2025).

The descriptive results show that the implementation of the Job Creation Law was perceived positively (good), work motivation was considered high, and employee performance was also in the good category.

**Table 3.** Multiple linear regression test

Variable	Coefficient ( $\beta$ )	t-value	Sig. (p)	Conclusion
X1 (Job Creation Law)	0.312	2.45	0.021	Significant (positive)
X2 (Work Motivation)	0.476	3.15	0.004	Significant (positive)

Source: Primary data processed (2025).

Both independent variables (Job Creation Law implementation and work motivation) had a positive and significant effect on employee performance.

**Table 4.** Simultaneous test (F-test)

F-value	Sig. (p)	Conclusion
22.36	<0.001	X1 and X2 simultaneously significant on Y

Source: Primary data processed (2025).

The F-test indicates that together, Job Creation Law implementation and work motivation significantly influence employee performance.

**Table 5.** Coefficient of determination ( $R^2$ )

$R^2$ Value	Interpretation
0.63	63% of employee performance variation is explained by X1 and X2, while 37% is explained by other factors outside the model

Source: Primary data processed (2025).

The model explains 63% of the variation in employee performance, suggesting that while the studied variables are influential, other external factors also contribute to performance outcomes.

## DISCUSSION

### The effect of the job creation law implementation on employee performance

The analysis shows that the implementation of the Job Creation Law has a positive and significant effect on employee performance. The clarity of contracts, flexibility in working hours, and protection of employee rights increase employees' sense of security and foster trust in the organization. This aligns with the theory of the psychological contract, which

states that when organizations meet employees' basic expectations, they respond with greater commitment and improved performance.

However, challenges remain regarding the socialization of the regulation. Insufficient information from management can create confusion, which in turn reduces the effectiveness of the Job Creation Law implementation. Therefore, effective internal communication is a crucial factor to ensure that the regulation truly enhances productivity.

### The effect of work motivation on employee performance

Work motivation is proven to be a dominant factor influencing performance. Intrinsic motivation such as recognition and appreciation, as well as extrinsic motivation such as salary and job security, play a significant role in driving optimal performance. This finding is consistent with Herzberg's two-factor theory, which states that motivators increase job satisfaction, while hygiene factors prevent dissatisfaction.

Employees who feel valued and receive fair incentives demonstrate higher enthusiasm and productivity. Within the context of CV Solfegio Music Pare, this is evident in the high average motivation score, which directly contributes to good performance.

### Synergy between regulation and motivation

An interesting finding of this study is the synergistic interaction between labor regulation implementation and work motivation. Regulations without motivational support would only yield administrative effects, while motivation without strong regulation could create insecurity. The combination of both creates a conducive work environment where employees feel secure and motivated to perform. Thus, management must maintain a balance between adaptive labor regulation implementation and continuous motivation strategies.

### **Theoretical and practical implications**

Theoretically, this study provides empirical evidence that external factors (such as the Job Creation Law) and internal factors (such as motivation) are important predictors of performance. This supports an integrative human resource management model that combines legal aspects with organizational psychology.

Practically, the findings provide input for CV Solfegio Music Pare's management to strengthen regulatory communication, enhance recognition and rewards, and ensure job security. These strategies are expected to improve employee satisfaction and loyalty in the long term.

### **Comparison with previous studies**

This study is consistent with the findings of Erika (2024), which state that work motivation remains a key determinant of productivity even amid regulatory changes. Moreover, it supports the study of Mulia & Ahmad (2024), which emphasizes the importance of regulatory clarity in maintaining performance stability. Therefore, this research not only reinforces existing literature but also provides a new perspective within the context of the creative industry and non-formal education.

### **CONCLUSION**

This study concludes that both the implementation of the Job Creation Law and work motivation have a significant and positive effect on employee performance at CV Solfegio Music Pare. The findings indicate that clear employment regulations such as contract arrangements, working hour flexibility, and protection of employee rights provide a sense of security that supports employees in carrying out their duties more effectively. At the same time, work motivation, both intrinsic factors such as recognition and appreciation and extrinsic factors such as salary, bonuses, and job security, plays a crucial role in encouraging employees to work with higher enthusiasm and productivity.

Furthermore, when these two aspects are combined, they form a synergistic relationship that enhances overall employee performance. The study demonstrates that 63% of the variation

in employee performance can be explained by the implementation of the Job Creation Law and work motivation, while the remaining 37% is influenced by other factors outside the scope of this research.

In practice, these results suggest that management should not only focus on implementing adaptive labor regulations but also strengthen motivational strategies, including transparent communication, recognition, and ensuring a secure work environment. By doing so, CV Solfegio Music Pare can maintain and even improve employee performance in the long term, particularly within the dynamic and creative context of the music education sector.

Future research is encouraged to include a wider range of creative institutions to improve the generalizability of the findings. Additional variables—such as leadership, organizational culture, and job satisfaction—may also be examined to better explain employee performance. Researchers may consider qualitative or mixed-methods approaches for deeper insight and adopt longitudinal designs to capture long-term effects of regulatory changes. These improvements will help provide a more complete understanding of how regulation and motivation influence performance in creative work settings.

### **ACKNOWLEDGMENTS**

The author expresses sincere appreciation to Universitas Nusantara PGRI Kediri for providing the facilities, infrastructure, and support essential for the implementation of this research. This study was carried out with financial support from the Research and Community Service Grant Program.

### **REFERENCES**

- Arikunto, S. (2020). *Prosedur penelitian suatu pendekatan praktik*. Jakarta: Rineka Cipta.
- Chatra, M. A., Achjar, K. A. H., & Ningsi, N. (2023). *Metode Penelitian Kualitatif (Panduan Praktis untuk Analisis Data Kualitatif dan Studi Kasus)*. Jambi: PT Sonpedia Publishing Indonesia.
- Chatra, N., Achjar, I., & Ningsi, R. (2023).

- Pendekatan kualitatif dalam analisis dinamika ketenagakerjaan. *Journal of Social Research*, 12(2), 45–59.
- Erika, F. (2024). Persepsi Karyawan Tentang Undang-Undang Cipta Kerja dan Pengaruhnya terhadap Motivasi Kerja (Studi pada Karyawan Taman Rekreasi Sengkaling). Universitas Tribhuwana Tungadewi, Malang.
- Ghozali, I. (2021). Aplikasi Analisis Multivariate dengan Program IBM SPSS 26. Semarang: Badan Penerbit Undip.
- Gujarati, D. N., & Porter, D. C. (2020). *Basic Econometrics*. New York: McGraw-Hill.
- Hakim, A. R., & Rumijati, A. (2024). Exploring Potential Topics in Organizational Citizenship Behavior of Era 4.0 in Indonesia: A Bibliometric Analysis. | EBSCOhost. *South Asian Journal of Management Sciences*, 18(2).
- Hakim, A., & Rumijati, A. (2024). Persepsi pekerja terhadap implementasi UU Cipta Kerja. *Jurnal Ketenagakerjaan Indonesia*, 8(1), 1–15.
- Hamid, A. (2021). A critical study of the Job Creation Law No.11 of 2020 and its implications for labor in Indonesia. *International Journal of Research In Business And Social Science*, 10(5), 195–206. <https://doi.org/10.20525/ijrbs.v10i5.1271>.
- Hamid, R. (2021). Implikasi kebijakan Omnibus Law terhadap iklim investasi. *Journal of Policy Studies*, 5(3), 210–225.
- Hutama, A., Hardyansah, A., & Darmawan, R. (2024). Fleksibilitas hubungan kerja dalam UU Cipta Kerja. *Economic Policy Review*, 14(1), 55–70.
- Hutama, D., Hardyansah, R., & Darmawan, D. (2024). Legal Protection for Digital Content Creators: A Case Study on Social Media Platforms. *International Journal of Service Science, Management, Engineering, and Technology*, 6(2). <https://doi.org/10.2991/ASSEHR.K.220204.019>.
- Kuncoro, M. (2021). *Metode Kuantitatif: Teori dan Aplikasi*. Yogyakarta: UPP STIM YKPN.
- Mateo, J. (2025). The Relationship of Contemporary Packaging, Brand Awareness and Service. *Journal of Current Research in Business and Economics*, 4(1), 587–614. Retrieved from <https://www.jcrbe.org/index.php/rbe/article/view/366>.
- Mateo, L. (2025). Intrinsic motivation and teacher performance under policy uncertainty. *Education Dynamics Journal*, 19(1), 24–38.
- Mulia, W. R., & Ahmad, R. S. (2024). Meninjau Kembali Undang-Undang Cipta Kerja Nomor 11 Tahun 2020 Terhadap Pihak Yang Terdampak Dilihat Dari Sudut Pandang Sosiologis. *JUNAGARA: Jurnal Ilmiah Hukum Dan Kenegaraan*, 1(1), 21–33. <https://doi.org/10.55080/JUNAGARA.V1I1.1001>.
- Park, L., & Liu, X. (2023). Creative sector dynamics under unstable policy environments. *Journal of Creative Industries*, 10(3), 214–229.
- Prayekti, P., & Kurniati, E. (2023). Resiliensi motivasi karyawan UMKM pada perubahan regulasi. *Jurnal Manajemen dan Bisnis*, 11(4), 233–247.
- Prayekti, P., & Kurniati, F. M. (2023). Pengaruh disiplin kerja, kompetensi, dan motivasi instrinsik pada saat pandemi covid-19 terhadap resiliensi kinerja karyawan di Industri Sembung Batik Kulon Progo. *Jurnal Paradigma Ekonomika*, 18(2). <https://doi.org/10.24843/JPU.2017.V04.I02.P10>.
- Putra, A. (2023). Psychological burden and employee performance during policy transitions. *Jurnal Psikologi Kerja*, 7(1), 15–27.
- Rahman, T., & Dewi, S. (2023). Longitudinal impacts of labor regulation shifts on workforce behavior. *Human Resource Insight Journal*, 4(1), 77–92.
- Rahmah, L. (2023). Penerapan Teori Human Motivation Model Untuk Memahami Sumber Motivasi Kerja Karyawan. *Journal of Islamic and Contemporary Psychology*, 3(1s), 84–99. <https://doi.org/10.25299/JICOP.V3I1S.12348>.
- Rahmah, S. (2023). Pengaruh persepsi keadilan organisasi terhadap motivasi dan keterikatan kerja. *Journal of Organizational Psychology*, 6(2), 112–128.
- Rahman, M., & Dewi, L. (2023). Tinjauan longitudinal dampak perubahan kebijakan ketenagakerjaan. *Policy and Labor Studies*, 7(1), 77–92.

- Restu, D., & Ananda, R. (2022). Disrupted psychological contracts and their effects on commitment. *Jurnal Perilaku Organisasi*, 3(2), 88–103.
- Rohim, M. (2024). Contextual analysis of small creative enterprises under regulatory reform. *Jurnal Industri Kreatif*, 6(1), 45–60.
- Safitri, D., et al. (2022). Dinamika sektor kreatif dalam lembaga pendidikan nonformal. *Creative Industry Journal*, 3(2), 80–94.
- Sugiyono. (2021). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sunandha, N. (2024). Regulatory changes and employee job security perception in manufacturing sector. *Industrial Relations Review*, 10(1), 50–63.
- Sunandha, S. (2024). Role of Teacher Performance and Facilities on Students Performance. *Journal of Current Research in Business and Economics*, 3(1), 1041–1077. Retrieved from <https://www.jcrbe.org/index.php/rbe/article/view/94>.
- Umar, H. (2020). *Metode Penelitian untuk Skripsi dan Tesis Bisnis*. Jakarta: Raja Grafindo Persada.
- Wooldridge, J. (2020). *Introductory Econometrics: A Modern Approach*. Cengage Learning.
- Wulandari, M., Amelia, N. S., Nashobi, M. Z., & Noviyanti, I. (2024). Strategi Adaptasi dalam Menghadapi Perubahan Ekonomi Terbaru. *Jurnal Ekonomi STIEP*, 9(1), 85–92. <https://doi.org/10.54526/JES.V9I1.280>.