

THE INFLUENCE OF WORK MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE JOB SATISFACTION AT THE CLASS II PORT AUTHORITY OFFICE (KSOP) OF CIREBON



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Abstract

Employee job satisfaction is an important indicator of organizational effectiveness because it influences employee performance, commitment, and service quality. Although work motivation and work environment have been widely recognized as important determinants of job satisfaction, previous studies have reported inconsistent findings, particularly across different organizational contexts. Empirical evidence from maritime public-sector institutions remains limited. Therefore, this study aims to examine the influence of work motivation and work environment on employee job satisfaction at the Class II Port Authority Office (KSOP) of Cirebon. This study adopted a quantitative approach based on Herzberg's Two-Factor Theory. Data were collected through a structured questionnaire distributed to all civil servants employed at KSOP Class II Cirebon. Using a saturated sampling technique, the study involved 70 respondents. Data were analyzed using multiple linear regression with SPSS version 23 to examine both partial and simultaneous effects of the independent variables on job satisfaction. The findings indicate that work motivation has a positive but statistically insignificant effect on employee job satisfaction ($\beta = 0.188$; $p = 0.222$). In contrast, work environment has a positive and significant effect on job satisfaction ($\beta = 1.413$; $p < 0.001$) and emerged as the strongest predictor among the variables examined. Furthermore, work motivation and work environment simultaneously have a positive and significant effect on employee job satisfaction ($F = 68.427$; $p < 0.001$), explaining 67.1% of the variance in job satisfaction ($R^2 = 0.671$). These findings provide partial support for Herzberg's Two-Factor Theory by demonstrating the dominant role of work environment as a hygiene factor in shaping employee satisfaction within a public-sector organization. The study contributes to the human resource management literature by suggesting that the influence of work motivation on job satisfaction may be context-dependent. Practically, the findings highlight the importance of improving workplace conditions, communication quality, and organizational support to enhance employee job satisfaction and organizational effectiveness.

Keywords: Work Motivation, Work Environment, Job Satisfaction, Herzberg's Two-Factor Theory, Public Sector Organization, KSOP Cirebon

INTRODUCITON

Human resources represent one of the most strategic assets in determining organizational effectiveness and sustainability. In both private and public sector organizations, employees are not merely operational executors but also key drivers in achieving organizational goals and improving institutional performance. Consequently, organizations are required to manage their human resources effectively by creating conditions that support employee well-being, productivity, and long-term commitment. The quality of human resources is closely associated with organizational success because employees who experience positive working conditions are more likely to demonstrate higher performance, stronger engagement, and greater organizational loyalty.

One important indicator of effective human resource management is employee job satisfaction. Job satisfaction reflects an employee's overall evaluation of and emotional response to their work experiences. Employees who are satisfied with their jobs tend to exhibit higher levels of morale, discipline, productivity, and organizational commitment, thereby contributing positively to organizational performance (Narwathi et al., 2023). Conversely, low job satisfaction may lead to absenteeism, reduced productivity, turnover intentions, and declining service quality. Therefore, understanding the factors that influence employee job satisfaction remains a critical issue in contemporary human resource management research.

Among the various determinants of job satisfaction, work motivation has been widely recognized as an important antecedent. Work motivation refers to the internal and external forces that initiate, direct, and sustain employees' work-related behavior toward the achievement of organizational goals. Employees who possess strong motivation generally demonstrate greater enthusiasm, persistence, and willingness to perform their duties effectively. Previous studies have shown that motivated employees tend to experience higher levels of job satisfaction because they perceive their work as meaningful and capable of fulfilling both personal and organizational needs. For example, Tremblay et al. (2009) reported that both intrinsic and extrinsic motivation significantly contribute to employee job satisfaction. From a theoretical perspective, motivated employees are more likely to derive positive emotional experiences from their work because their psychological needs, expectations, and professional aspirations are adequately fulfilled.

In addition to work motivation, the work environment is frequently identified as a crucial factor influencing employee job satisfaction. The work environment encompasses both physical and non-physical aspects surrounding employees while performing their duties, including workplace facilities, safety conditions, interpersonal relationships, communication patterns, and organizational climate. A supportive work environment enables employees to perform their tasks comfortably and efficiently, reduces work-related stress, and fosters positive interactions among organizational members. Consequently, employees working in a conducive environment tend to develop more favorable attitudes toward their jobs and experience higher levels of job satisfaction.

The relationship between work environment and job satisfaction has received considerable attention in previous studies; however, empirical findings remain inconclusive. Several studies have reported that the work environment significantly improves employee job satisfaction (Leblebici, 2012; Yuliantini & Santoso, 2020), suggesting that comfortable working conditions and positive social interactions contribute to favorable employee

attitudes. In contrast, other studies have found that the work environment does not significantly influence job satisfaction (Lumentut & Dotulong, 2015). These inconsistent findings indicate that the influence of work environment on job satisfaction may vary across organizational contexts and employee characteristics. Differences in organizational structures, managerial practices, work systems, and institutional cultures may explain why the same variable produces different outcomes in different settings. Therefore, further investigation is required to clarify the relationship between work environment and job satisfaction, particularly within public-sector organizations that operate under distinct bureaucratic and regulatory conditions.

This study is grounded in Herzberg's Two-Factor Theory, which explains that employee job satisfaction is influenced by two broad categories of factors: motivator factors and hygiene factors. Motivator factors, such as achievement, recognition, responsibility, and personal growth, generate intrinsic satisfaction and encourage employees to perform at higher levels. Meanwhile, hygiene factors, including working conditions, interpersonal relationships, organizational policies, and workplace facilities, prevent dissatisfaction and create a supportive environment for employees. Within this framework, work motivation represents a motivator factor, whereas the work environment reflects a hygiene factor. Accordingly, Herzberg's theory provides a relevant theoretical basis for explaining how work motivation and work environment influence employee job satisfaction.

Although the relationships among work motivation, work environment, and job satisfaction have been extensively examined in human resource management literature, most previous studies have been conducted in private-sector organizations, educational institutions, manufacturing companies, and commercial service industries. Empirical evidence from maritime public-sector institutions remains relatively limited. Furthermore, inconsistent findings regarding the effects of motivation and work environment on job satisfaction suggest that these relationships may not be universally applicable across organizational contexts. Therefore, re-examining these relationships within the context of the Class II Port Authority Office (KSOP) of Cirebon is important because the institution operates within a highly regulated public-service environment characterized by bureaucratic structures, accountability requirements, and operational responsibilities related to port management and public service delivery. This organizational context may shape employee perceptions differently from those observed in private-sector organizations.

From a practical perspective, understanding the determinants of employee job satisfaction is essential for KSOP Class II Cirebon because employee satisfaction is closely linked to service quality, organizational effectiveness, and public trust. Employees who experience adequate motivation and a supportive work environment are expected to perform their duties more effectively, thereby contributing to improved organizational performance and public service outcomes.

Based on the theoretical considerations, empirical inconsistencies, and contextual importance discussed above, this study examines the influence of work motivation and work environment on employee job satisfaction at the Class II Port Authority Office (KSOP) of Cirebon. Specifically, the study aims to analyze both the partial and simultaneous effects of work motivation and work environment on employee job satisfaction within the institution.

REVIEW OF LITERATURE

Work Motivation

Work motivation is one of the most important determinants of employee attitudes and behaviour in organizations. Motivation refers to the internal and external forces that stimulate employees to exert effort, maintain persistence, and direct their behaviour toward the achievement of organizational goals. According to Robbins (2002), motivation reflects an individual's willingness to exert a high level of effort toward organizational objectives, provided that such effort is capable of satisfying personal needs. Similarly, Hasibuan (2014) defines work motivation as the process through which leaders encourage employees to work enthusiastically and collaboratively in achieving organizational goals.

From a human resource management perspective, work motivation is not merely a psychological drive but also a strategic mechanism through which organizations influence employee performance and well-being. Employees who possess high levels of motivation generally demonstrate stronger commitment, greater work engagement, and more positive attitudes toward their jobs. Conversely, insufficient motivation may reduce employees' enthusiasm and weaken their emotional attachment to the organization.

This study adopts Herzberg's Two-Factor Theory as the primary theoretical foundation for understanding work motivation. According to Herzberg, motivator factors such as achievement, recognition, responsibility, and opportunities for personal growth contribute directly to employee satisfaction because they fulfil intrinsic psychological needs. When employees perceive that their work provides opportunities for achievement and self-development, they are more likely to experience positive emotional responses toward their jobs.

Contemporary studies also support the importance of work motivation in shaping employee attitudes. Research has consistently shown that motivated employees tend to experience higher levels of job satisfaction because motivation enhances perceptions of meaningful work, professional accomplishment, and organizational support. Tremblay et al. (2009) found that both intrinsic and extrinsic motivation positively influence job satisfaction. Similarly, recent studies indicate that employees whose motivational needs are fulfilled demonstrate stronger job-related satisfaction and organizational commitment.

Based on the theoretical and empirical arguments above, work motivation can be understood as a psychological and organizational process that encourages employees to work enthusiastically and persistently in order to achieve organizational goals while simultaneously fulfilling their personal needs.

The dimensions and indicators used to measure work motivation according to (Kadarisman, 2013) are as follows: a) Individual, namely motivational factors within a person, which include needs, goals, attitudes, and abilities, b) Organisational, namely motivational factors obtained from outside a person, which include salary, job security, fellow workers, supervision, praise, and the work itself.

Work Environment

The work environment represents all physical and non-physical conditions surrounding employees while performing their work activities. A supportive work environment enables employees to perform their duties effectively, reduces work-related stress, and promotes positive workplace experiences. According to Farida (2016), a good work environment is characterized by physical and psychological conditions that provide

safety, comfort, and tranquillity for employees. Likewise, Mangkunegara (2005) describes the work environment as encompassing physical, social, and organizational aspects that influence employee behaviour, productivity, and satisfaction.

Within Herzberg's Two-Factor Theory, the work environment is categorized as a hygiene factor. Although hygiene factors may not directly create satisfaction, their absence can generate dissatisfaction among employees. Therefore, favourable working conditions are essential for maintaining positive employee attitudes and supporting organizational effectiveness.

A conducive work environment contributes to employee satisfaction through several mechanisms. First, comfortable physical conditions enable employees to perform their duties more efficiently. Second, positive interpersonal relationships reduce workplace conflict and strengthen teamwork. Third, supportive organizational practices create a sense of fairness and psychological security among employees. Collectively, these factors foster positive emotional evaluations of work and contribute to higher levels of job satisfaction.

Empirical evidence largely supports the positive influence of work environment on employee outcomes. Alrawahi et al. (2020) reported that fair and supportive workplace conditions contribute significantly to employee well-being and satisfaction. Similarly, Leblebici (2012) found that improvements in the work environment positively affect employee job satisfaction. However, some studies have produced inconsistent findings. For example, Lumentut and Dotulong (2015) found that work environment factors did not significantly influence employee satisfaction. These inconsistencies suggest that the relationship between work environment and job satisfaction may vary depending on organizational characteristics, management systems, and employee expectations.

Based on these perspectives, the work environment can be defined as all physical and non-physical conditions surrounding employees that influence their attitudes, behaviour, comfort, and effectiveness while performing their duties.

(Mangkunegara, 2005) states that there are two dimensions of the work environment, namely 1) the physical work environment dimension, which includes: a) spatial layout factors and b) cleanliness and tidiness factors; 2) the non-physical work environment dimension, which includes: a) social environment factors, b) social status factors, c) workplace relationship factors, and d) information system factors.

Job Satisfaction

Job satisfaction is one of the most widely studied constructs in organizational behaviour and human resource management because it reflects employees' overall evaluation of their work experiences. Spector (1997) defines job satisfaction as the extent to which individuals positively evaluate various aspects of their jobs. Similarly, Rivai and Mulyadi (2012) emphasize that job satisfaction reflects employees' feelings of security, comfort, and fulfilment regarding both economic and psychological aspects of work.

Job satisfaction is often viewed as an important indicator of organizational effectiveness because satisfied employees are more likely to exhibit higher performance, stronger organizational commitment, and lower turnover intentions. Conversely, dissatisfaction may result in absenteeism, reduced productivity, and weakened organizational loyalty.

According to Herzberg's Two-Factor Theory, job satisfaction emerges when employees perceive that both motivator factors and hygiene factors adequately fulfil their

expectations and needs. Motivator factors create positive feelings toward work through achievement and recognition, whereas hygiene factors provide a supportive environment that minimizes dissatisfaction. Therefore, job satisfaction can be understood as the outcome of employees' evaluations of both intrinsic and extrinsic aspects of their work experiences.

Previous empirical studies consistently indicate that job satisfaction is influenced by various organizational and individual factors, including work motivation, work environment, leadership, compensation, and organizational support. In this study, job satisfaction is examined as the dependent variable because it reflects employees' overall evaluation of their work experiences within KSOP Class II Cirebon.

Based on the above explanations, job satisfaction can be defined as a positive emotional state resulting from employees' evaluation of their work experiences, compensation, workplace conditions, and opportunities for personal and professional fulfillment.

According to (Spector, 1997) there are nine dimensions of job satisfaction, namely 1) the salary dimension, which includes: a) satisfaction with salary, b) satisfaction with salary increases; 2) the promotion dimension, which includes satisfaction with opportunities for promotion; 3) the supervisor dimension, which includes satisfaction with one's immediate supervisor; 4) the benefits dimension, which includes satisfaction with benefits; 5) the company recognition dimension, which includes satisfaction with recognition (not always monetary) given for good performance; 6) work procedures, including satisfaction with rules and procedures; 7) colleagues, including satisfaction with colleagues; 8) the job itself, including satisfaction with the type of work performed; 9) communication, including satisfaction with communication within the organisation.

RESEARCH METHOD

This study employed a quantitative research approach to examine the influence of work motivation and work environment on employee job satisfaction at the Class II Port Authority Office (KSOP) of Cirebon. Quantitative research is appropriate for investigating relationships among variables through statistical analysis and hypothesis testing. The study adopted a cross-sectional survey design, whereby data were collected at a single point in time from respondents using a structured questionnaire.

To analyze the relationships among the variables, multiple linear regression analysis was employed. This analytical technique enables the examination of both partial and simultaneous effects of independent variables on the dependent variable. In the present study, work motivation and work environment were specified as independent variables, while job satisfaction served as the dependent variable.

The population of this study consisted of all civil servants employed at the Class II Port Authority Office (KSOP) of Cirebon, totaling 70 employees. Given the relatively small population size, this study adopted a saturated sampling technique (census approach), whereby all members of the population were included as research respondents. According to Sugiyono (2016), saturated sampling is appropriate when the entire population can be observed and surveyed directly. The use of a census approach minimizes sampling error and allows the findings to accurately represent the characteristics of the target population within the organization. Therefore, the final sample comprised all 70 employees working at KSOP Class II Cirebon.

Data were collected using a structured questionnaire distributed directly to respondents through an online survey platform (Google Forms). The survey link was disseminated via the institution's internal communication channels, including WhatsApp groups.

The questionnaire consisted of statement items developed from the theoretical dimensions and indicators of each research variable. Respondents were asked to indicate their level of agreement with each statement using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The use of self-administered questionnaires was considered appropriate because the constructs examined in this study (work motivation, work environment, and job satisfaction) reflect employees' perceptions and experiences within the workplace.

Table 1.

Likert Scale

Question Answer	Weight
Strongly agree	5
Agree	4
Disagree	3
Disagree	2
Strongly Disagree	1

Primary data were obtained directly from employees of KSOP Class II Cirebon through questionnaire responses. These data represent employees' perceptions regarding work motivation, work environment, and job satisfaction.

Secondary data were collected from organizational documents, personnel reports, institutional records, relevant books, and previous empirical studies related to human resource management, work motivation, work environment, and job satisfaction.

The operationalization of variables was developed based on established theoretical frameworks and previous studies to ensure content validity.

Table 2.

Operational Variables (in ordinal scale)

Variables	Dimensions	Indicators
Work Motivation	Individual	Needs
		Goals
		Attitude
		Abilities
	Organizational	Salary
		Occupational safety
		Fellow workers
		Supervision
		Praise
		The job itself
Physical work environment	Physical work environment	Office layout
		Hygiene factors

Work Environment	Non-physical environment	work	Tidiness of the room
			Social environment
			Social status
			Working relationship
			Information system
Job Satisfaction	Salary		Satisfaction with salary
			Satisfaction with the pay rise
	Promotion		Satisfaction with the availability of opportunities for promotion
	Superior		Satisfaction with one's immediate supervisor
	Allowance		Satisfaction with benefits
	Award from the company		Satisfaction with the rewards (not necessary financial) given for good performance
	Work procedures		Satisfaction with rules and procedures
	Colleague		Satisfaction with colleagues
	The job itself		Satisfaction with the type of work carried out
	Communication		Satisfaction with communication within the organization

Prior to hypothesis testing, the quality of the measurement instrument was evaluated through validity and reliability testing. Item validity was assessed using item-total correlation analysis, while instrument reliability was evaluated using Cronbach's Alpha coefficient. A measurement item was considered valid when its correlation coefficient exceeded the minimum acceptable threshold, and a construct was considered reliable when the Cronbach's Alpha value exceeded 0.70, indicating acceptable internal consistency.

Data analysis was conducted using Statistical Package for the Social Sciences (SPSS) version 23. This model was used to estimate the extent to which work motivation and work environment influence employee job satisfaction at KSOP Class II Cirebon, both individually and simultaneously.

RESULTS AND DISCUSSION

Descriptive Analysis of Respondents Characteristics

This study involved 70 respondents who were the subjects of the research. Based on the results of the descriptive analysis, the characteristics of the respondents can be seen in terms of gender, age, highest level of education and length of service, as shown in Table 3.

Table 3.

Descriptive Analysis of Characteristics			
Characteristics		F	%
Gender	Male	57	81,4 %

	Female	13	18,6 %
Age	<25 Years	2	2,9 %
	25-30 Years	26	37,1 %
	31-35 Years	21	30 %
	>35 Years	21	30 %
Highest level of education	Secondary School/Vocational School	26	37,1 %
	Diploma	4	5,7 %
	Bachelor's degree	31	44,3 %
	Master's degree	9	12,9 %
Length of service	<1 Years	2	2,9 %
	1-5 Years	32	45,7 %
	6-10 Years	16	22,9 %
	>10 Years	20	28,5 %

Source: Processed primary data (2026)

Based on gender, the majority of respondents were male, totalling 57 people (81.4%), whilst there were 13 female respondents (18.6%). This indicates that the workforce at the research site is predominantly male.

In terms of age, there were 2 respondents aged under 25 (2.9%); the majority of respondents were in the 25–30 age group, numbering 26 (37.1%), followed by 21 respondents each in the 31–35 and over-35 age groups (30% each). This indicates that the respondents are of working age and are therefore considered to have good experience and understanding of the work they do.

Based on level of education, respondents with a bachelor's degree accounted for the largest group, with 31 people (44.3%), followed by those with a high school or vocational school qualification 26 people (37.1%), a master's degree 9 people (12%) and a diploma 4 people (5.7%). This indicates that the majority of respondents have a reasonably good educational background.

Furthermore, based on length of service, there were 2 respondents (2.9%) with less than 1 year's service, 32 respondents (45.7%) with 1–5 year's service, 16 respondents (22.9%) with 6–10 years' service, and 20 respondents (28.5%) with more than 10 year's service.

Validity Test

Table 4.

Validity Test				
Variable	Statement	r count	r table	Information
Work Motivation	1	0.499	0.2352	Valid
	2	0.573	0.2352	Valid
	3	0.545	0.2352	Valid
	4	0.663	0.2352	Valid
	5	0.555	0.2352	Valid

	6	0.689	0.2352	Valid
	7	0.701	0.2352	Valid
	8	0.669	0.2352	Valid
	9	0.723	0.2352	Valid
	10	0.659	0.2352	Valid
Work Environment	1	0.691	0.2352	Valid
	2	0.794	0.2352	Valid
	3	0.783	0.2352	Valid
	4	0.793	0.2352	Valid
	5	0.820	0.2352	Valid
	6	0.794	0.2352	Valid
	7	0.801	0.2352	Valid
Job Satisfaction	1	0.827	0.2352	Valid
	2	0.682	0.2352	Valid
	3	0.778	0.2352	Valid
	4	0.749	0.2352	Valid
	5	0.775	0.2352	Valid
	6	0.724	0.2352	Valid
	7	0.882	0.2352	Valid
	8	0.815	0.2352	Valid
	9	0.861	0.2352	Valid
	10	0.766	0.2352	Valid
	11	0.780	0.2352	Valid
	12	0.792	0.2352	Valid
	13	0.671	0.2352	Valid
	14	0.633	0.2352	Valid

Source: SPSS output (data processed by the researcher, 2026)

Validity testing is used to determine whether the items in the questionnaire are capable of measuring the variable under investigation. The test was conducted by comparing the calculated r value with the table r value of 0.2352.

The validity test was conducted to evaluate whether each measurement item adequately represented its intended construct. The results indicate that all questionnaire items across the work motivation, work environment, and job satisfaction variables achieved corrected item-total correlation values exceeding the minimum threshold value ($r > 0.2352$). These findings confirm that all measurement items possess satisfactory convergent validity and are capable of accurately capturing the dimensions underlying each construct. Consequently, all items were retained for subsequent statistical analyses.

Reliability Test

Table 5.

Reliability Test

Variable	Cronbach's Alpha	Information
Work Motivation	0.829	Reliabel
Work Environment	0.894	Reliabel
Job Satisfaction	0.946	Reliabel

Source: SPSS output (data processed by the researcher, 2026)

The reliability analysis demonstrates that all constructs exhibit strong internal consistency. The Cronbach's Alpha values for work motivation (0.829), work environment (0.894), and job satisfaction (0.946) exceed the commonly accepted threshold of 0.70. These results indicate that the measurement instrument consistently captures respondents' perceptions and minimizes random measurement error. The exceptionally high reliability value observed for job satisfaction further suggests that the indicators used provide a stable representation of employee satisfaction within the organizational context examined.

Test of Classical Assumptions

Normality Test

Table 6.
Normality Test

		Unstandardized Residual
N		70
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.11547696
Most Extreme Differences	Absolute	.158
	Positive	.086
	Negative	-.158
Test Statistic		.158
Asymp. Sig. (2-tailed)		.000 ^c
Monte Carlo Sig. (2-tailed)Sig.		.054 ^d
	99% Confidence Interval	
	Lower Bound	.048
	Upper Bound	.059

Source: SPSS output (data processed by the researcher, 2026)

The normality test was conducted using the Kolmogorov-Smirnov method with a Monte Carlo approach. The test results showed a p-value of 0.054. As the p-value is greater than 0.05, it can be concluded that the data are normally distributed.

Multicollinearity Test

Table 7.
Multicollinearity Test

Model	Colinearity Statistic	
	Tolerance	VIF
Work Motivation	0,742	1,347
Work Environment	0.742	1,347

Source: SPSS output (data processed by the researcher, 2026)

The results of the multicollinearity test show that the Tolerance value is 0.742 (>0.10) and the VIF value is 1.347 (<10) for each independent variable. It can therefore be concluded that there is no multicollinearity among the independent variables in the regression model.

Heteroscedasticity Test

Table 8.

Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.487	3.875		1.416	.161		
Motivasi Kerja	.034	.089	.054	.382	.704	.742	1.347
Lingkungan Kerja	-.094	.111	-.120	-.848	.399	.742	1.347

Source: SPSS output (data processed by the researcher, 2026)

Based on the results of the heteroscedasticity test using the Glejser method, it was found that the significance value for the work motivation variable was 0.704 and for the work environment variable was 0.399. Both significance values are greater than 0.05. It can therefore be concluded that there is no heteroscedasticity in the regression model.

Multiple Linear Regression Analysis

Table 9.

Multiple Linear Regression Analysis

Variable	Regression Coefficient (B)	Direction of Influence	Significance
(Constant)	10.467	Positive	0,053
Work Motivation	0.188	Positive	0,222
Work Environment	1.413	Positive	0,000

Source: SPSS output (data processed by the researcher, 2026)

Based on the results of the multiple linear regression analysis, the following regression equation was obtained:

$$Y = 10,467 + 0,188X_1 + 1,413X_2$$

The regression equation shows that the constant of 10.467 represents the level of job satisfaction when work motivation and the work environment are set to zero. The regression coefficient for work motivation, which is 0.188, indicates that every increase in work motivation leads to a 0.188 increase in job satisfaction. Meanwhile, the work environment coefficient of 1.413 indicates that the work environment has a greater influence on job satisfaction.

Partial Test (T-Test)

Table 10.

Partial Test (T-Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.467	5.315		1.969	.053
Work Motivation	.188	.153	.118	1.233	.222
Work Environment	1.413	.185	.734	7.657	.000

Source: SPSS output (data processed by the researcher, 2026)

The results of the t-test show that the work motivation variable has a significance value of $0.222 > 0.05$; therefore, H1 is rejected. It can thus be concluded that work motivation has a positive effect on job satisfaction, but this effect is not significant.

Meanwhile, the work environment variable has a significance value of $0.000 < 0.05$, so H2 is accepted. It can therefore be concluded that the work environment has a positive and significant partial effect on job satisfaction.

Simultaneous Test (F-Test)

Table 11.

Simultaneous Test (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1287.242	2	643.621	68.427	.000 ^b
Residual	630.201	67	9.406		
Total	1917.443	69			

Source: SPSS output (data processed by the researcher, 2026)

The results of the F-test (simultaneous) show a calculated F-value of 68.427 with a significance level of $0.000 < 0.05$. This indicates that H3 is supported, meaning that work motivation and the work environment have a simultaneous, positive, and significant effect on job satisfaction.

Coefficient of Determination

Table 12.

Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819 ^a	.671	.662	3.067

Source: SPSS output (data processed by the researcher, 2026)

Based on the results of the coefficient of determination test, the R-squared (R^2) value was found to be 0.671, and the adjusted R-squared value was 0.662. This indicates that 67.1% of the variation in job satisfaction can be explained by the variables of work motivation and

the working environment, whilst the remaining 32.9% is influenced by other variables outside the scope of this study.

The Effect of Work Motivation on Job Satisfaction

The results indicate that work motivation has a positive but statistically insignificant effect on employee job satisfaction ($\beta = 0.188$; $p = 0.222$). Therefore, H1 is not supported. Although the positive coefficient suggests that higher motivation tends to be associated with higher job satisfaction, the relationship is not sufficiently strong to achieve statistical significance within the context of KSOP Class II Cirebon.

This finding is particularly interesting when viewed through the lens of Herzberg's Two-Factor Theory. Herzberg argues that motivator factors, such as achievement, recognition, responsibility, and personal growth, contribute directly to employee satisfaction. However, the effectiveness of these motivator factors depends on employees' perceptions regarding the availability of meaningful opportunities for achievement and self-development. In highly regulated public-sector organizations, employee satisfaction may be influenced more strongly by organizational conditions and workplace support than by motivational factors alone.

One possible explanation is that employees at KSOP Class II Cirebon may already possess relatively stable levels of motivation due to employment security, established career structures, and clearly defined responsibilities. As a result, variations in motivation may not produce substantial differences in job satisfaction. Employees may view motivation as an expected aspect of their professional responsibilities rather than as a factor that directly determines satisfaction.

Furthermore, public-sector employees often prioritize organizational stability, workplace comfort, and supportive working conditions over motivational incentives. Consequently, motivational factors alone may not be sufficient to significantly influence overall job satisfaction.

These findings differ from previous studies conducted by Saputra and Mulia (2020), Lumentut and Dotulong (2015), and Yuliantini and Santoso (2020), which reported significant positive relationships between work motivation and job satisfaction. Such differences may be attributed to variations in organizational context, employee characteristics, leadership systems, and institutional culture. Therefore, the present findings suggest that the influence of work motivation on job satisfaction may be context-dependent rather than universally applicable.

The Effect of Work Environment on Job Satisfaction

The findings reveal that work environment has a positive and statistically significant effect on employee job satisfaction ($\beta = 1.413$; $p < 0.001$). Therefore, H2 is supported. Among the variables examined, the work environment demonstrates the strongest influence on job satisfaction.

This result is consistent with Herzberg's Two-Factor Theory, which classifies workplace conditions as hygiene factors. Although hygiene factors do not necessarily create satisfaction by themselves, their presence prevents dissatisfaction and establishes favourable conditions for positive work experiences. In the context of KSOP Class II Cirebon, employees appear to place considerable importance on workplace comfort, interpersonal relationships, communication quality, and organizational support.

The substantial regression coefficient suggests that improvements in workplace conditions are associated with meaningful increases in employee satisfaction. A supportive work environment enables employees to perform their duties effectively, reduces work-related stress, and promotes positive interactions among colleagues and supervisors. These conditions contribute to employees' positive emotional evaluations of their work experiences.

The findings also support previous empirical studies conducted by Agus Saputra and Sudharma (2017), Ardianti et al. (2018), and Pratama and Badar (2023), which concluded that a favourable work environment significantly enhances employee job satisfaction. Therefore, the work environment can be considered a critical organizational factor in improving employee well-being and organizational effectiveness within public-sector institutions.

The Effect of Work Motivation and Work Environment on Job Satisfaction

The simultaneous testing results indicate that work motivation and work environment jointly exert a significant influence on employee job satisfaction ($F = 68.427$; $p < 0.001$). Therefore, H3 is supported. The coefficient of determination ($R^2 = 0.671$) indicates that 67.1% of the variance in job satisfaction can be explained by the combined influence of work motivation and work environment.

These findings suggest that employee job satisfaction is not determined by a single factor but rather by the interaction of multiple organizational conditions. Although work motivation does not independently exhibit a significant effect, its contribution becomes meaningful when considered alongside work environment factors. This result highlights the importance of examining employee attitudes through a multidimensional perspective.

From a theoretical standpoint, the findings provide empirical support for Herzberg's Two-Factor Theory, which argues that employee satisfaction emerges through the combined influence of motivator factors and hygiene factors. The results demonstrate that workplace conditions play a dominant role in shaping employee satisfaction, while motivation functions as a complementary factor within the broader organizational environment.

Practically, these findings imply that management at KSOP Class II Cirebon should prioritize efforts to maintain a supportive work environment while simultaneously encouraging employee motivation through recognition, career development opportunities, and supportive leadership practices. Such an integrated approach is more likely to enhance employee satisfaction and improve organizational performance.

CONCLUSION

This study examined the influence of work motivation and work environment on employee job satisfaction at the Class II Port Authority Office (KSOP) of Cirebon. The findings reveal that work motivation has a positive but statistically insignificant effect on employee job satisfaction. Although employees generally exhibit positive levels of motivation, motivation alone is not sufficient to significantly explain variations in job satisfaction within the organizational context examined. This finding suggests that employees in public-sector institutions may perceive motivation as an inherent aspect of their professional responsibilities rather than as a primary determinant of job satisfaction.

In contrast, the work environment was found to have a positive and statistically significant effect on employee job satisfaction. This result indicates that workplace

conditions, including physical facilities, interpersonal relationships, communication quality, and organizational support, play a critical role in shaping employees' perceptions and experiences at work. Among the variables examined, the work environment emerged as the strongest predictor of job satisfaction.

Furthermore, the simultaneous analysis demonstrates that work motivation and work environment jointly have a positive and significant effect on employee job satisfaction. The coefficient of determination indicates that both variables explain a substantial proportion of the variance in job satisfaction, highlighting the importance of considering multiple organizational factors when seeking to improve employee well-being and organizational effectiveness.

From a theoretical perspective, the findings provide partial support for Herzberg's Two-Factor Theory. The significant influence of the work environment reinforces the importance of hygiene factors in preventing dissatisfaction and fostering positive work experiences. Meanwhile, the insignificant effect of work motivation suggests that the contribution of motivator factors may vary depending on organizational context, particularly within highly regulated public-sector institutions. Consequently, this study contributes to the growing body of human resource management literature by demonstrating that the influence of motivation and work environment on job satisfaction may be context-dependent rather than universally consistent across organizational settings.

From a practical perspective, management at KSOP Class II Cirebon should prioritize the development of a supportive work environment through improvements in workplace facilities, communication systems, interpersonal relationships, and organizational support mechanisms. At the same time, efforts to enhance employee motivation should continue through recognition programs, career development opportunities, and supportive leadership practices to strengthen overall employee satisfaction and organizational performance.

This study is limited to a single public-sector institution and focuses only on work motivation and work environment as predictors of job satisfaction. Therefore, future research is encouraged to incorporate additional variables such as leadership style, organizational culture, compensation, employee engagement, and organizational commitment, as well as to examine broader organizational settings to enhance the generalizability of findings.

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