

THE EFFECT OF INTRINSIC MOTIVATION, WORKLOAD, AND WORK ENVIRONMENT ON EMPLOYEE JOB SATISFACTION (AT THE OFFICE OF THE PORT MASTER AND PORT AUTHORITY CLASS II CIREBON)



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Abstract

This study analyzes the influence of intrinsic motivation, workload, and work environment on employee job satisfaction at the Harbor Master Authority and Port Office (KSOP). With a quantitative approach, data were collected through questionnaires from 100 employees and analyzed using multiple linear regression in SPSS. The results showed that intrinsic motivation and work environment have a positive and significant effect on job satisfaction, with significance values of 0.012 and 0.000, respectively. In contrast, workload had no significant effect ($p > 0.05$). The regression model explained 58.9% of the variation in job satisfaction. In conclusion, increasing intrinsic motivation and creating a conducive work environment play an important role in increasing employee job satisfaction. Further studies are recommended to explore other factors and conduct longitudinal research.

Keywords: Intrinsic Motivation, Workload, Work Environment, Job Satisfaction, Employees

INTRODUCTION

One of the government agencies responsible for supervising and enforcing laws in the field of shipping safety and security is the Office of Port Authority and Port (Widodo et al., 2023) . The preparation of this standard-setting material includes the preparation of guidelines or procedures that must be followed by all parties involved in port activities, ranging from ship inspection, goods management, to the regulation of ship traffic flow (Muhammad Schinggyt Tryan P*, 2015) .

Harbor Master and Port Authority Office (KSOP), which is tasked with managing shipping and port, relies heavily on the level of employee motivation. Most people believe that high intrinsic motivation can improve employee performance. However, the relationship between intrinsic motivation with workload and job satisfaction still needs to be studied further. In addition, a pleasant work environment is also very important to help balance motivation, workload, and job satisfaction. The purpose of this study is to see to what extent intrinsic motivation affects the level of workload and job satisfaction of employees at KSOP, as well as how the work environment can strengthen or weaken this relationship. It is hoped that this study can make a significant contribution to answering these questions, as there are different studies on the relationship between these variables.

Based on this background, the resulting problem formulation in the study is Is there an effect of intrinsic motivation on job satisfaction for KSOP employees? Is there an effect of workload on job satisfaction on KSOP employees? Is there an influence of the work environment on job satisfaction of KSOP employees? And is there an effect of Intrinsic Motivation, Workload, and Work Environment together on Job Satisfaction in KSOP employees?

REVIEW OF LITERATURE

Motivation

Motivation is a way for someone to influence others in the form of encouragement so that someone has passion and enthusiasm in achieving a goal (Toha et al, 2021). Intrinsic motivation is motivation that comes from within a person (individual) who has the power of encouragement to do a job willingly and is a driving force within himself. According to (LUTHANS, 2005) , which are classified as motivational factors include: (1) achievement. The success of an employee can be seen from his achievements. (2) Recognition (recognition/ appreciation). As a continuation of the successful implementation, the leader must give a statement of recognition of the success of subordinates. (3) Work itself. Leaders make real and convincing efforts, so that subordinates understand the importance of the work they do and try to avoid boredom. (4) Responsibility. (5) *Advancement* (development). Development is one of the motivating factors for subordinates. Employees who are intrinsically driven will feel happy about their work and allow them to use their creativity and various innovations to be poured into their work. "The psychological process that stimulates and mobilizes goal-directed behavior" (Kreitner, Robert & Kinicki, 2014) .

Based on the above statement, it can be concluded that intrinsic motivation is very important to encourage employees to be more productive and engaged in their work, and help them achieve personal satisfaction through achievement and recognition of their efforts.

H1: Intrinsic motivation has a positive and significant effect on employee job satisfaction.

Workload

Workload is one of the factors that affect job satisfaction supported by an excessive work environment, for example. Employee performance can also potentially decrease and have a negative impact on the company's employee performance (Mare et al, 2024). Excessive workload can have a negative impact on employees, resulting in excessive workload (ROHMAN & RULLY MOCH. ICHSAN, SS., 2021) . In addition, workload is the art of humans as employees or business owners for the many work tasks to achieve and exceed the targets set by the institution or company with pressure as well as support from the work environment (Widyaningtyas & Farid, 2014) . Employee working conditions are adjusted to the workload taken. If the employee's ability can exceed the ability of his job then the employee will feel bored and cause a lack of performance productivity.

Based on the above statement, it can be concluded that to ensure that employees remain motivated and satisfied with their work, companies must provide workloads that do not exceed their abilities.

H2 : Workload has a negative and significant effect on employee job satisfaction.

Work Environment

Companies usually focus on the work environment and create a safe, comfortable, positive, peaceful and conducive work environment to make their employees feel very comfortable carrying out their duties and not hampering their work. Conversely, if the work environment is unhealthy, employees become stressed, unmotivated, decreased enthusiasm at work and cannot concentrate on completing their work which will have a detrimental impact on the company. The work environment is a key factor that must be considered by organizations to support employee performance and welfare in achieving organizational goals (Ratu Sekar Langen Pujiwati, Nur Aisyah, Budi Agung Prasetya, 2024) .

Another explanation of the work environment is also conveyed by (Sedarmayanti, 2001), the environment around where humans work with methods, work arrangements, both individually and in groups, concerning tools and other materials faced by workers or humans. The company provides a work environment that employees are expected to provide support and be able to support routine work activities properly in the form of comfort, security and a sense of belonging and being part of the work environment. This shows that the work environment can positively influence employee work satisfaction, as has been proven its significance by (Sitinjak, 2018) and (Paendong et al., 2020).

There are 2 (two) types of work environment, based on the results of research (Sedarmayanti, 2001) can be explained including (1) forms of work environment that can affect employee performance directly or indirectly is a form of physical work environment. (2) The non-physical work environment is a factor that cannot be ruled out or ignored in order to create a positive and good work environment to support the company's performance process in the future. Work Environment is a key factor that must be considered by organizations to support employee performance and well-being in achieving organizational goals.

Based on the above statement, it can be concluded that companies should strive to create a safe, comfortable, positive, and conducive work environment so that employees feel

comfortable while doing their tasks. Conversely, an unhealthy work environment can cause stress and reduce motivation.

H3: Work environment has a positive and significant effect on employee job satisfaction.

Job Satisfaction

Companies usually focus on the work environment and create a safe, comfortable, positive, peaceful and conducive work environment to make their employees feel very comfortable carrying out their duties and not hampering their work. Conversely, if the work environment is unhealthy, employees become stressed, unmotivated, decreased enthusiasm at work and cannot concentrate on completing their work which will have a detrimental impact on the company. The work environment is a key factor that must be considered by organizations to support employee performance and welfare in achieving organizational goals (Ratu Sekar Langen Pujiwati, Nur Aisyah, Budi Agung Prasetya, 2024) .

The definition of job satisfaction as the feelings and perceptions of a worker about his job and how he feels good in an organization (Ivancevich, John M, Matteson, 1997) . Satisfaction in a job symbolizes the amount of optimism that is aligned with real rewards and benefits. The company certainly has a goal with quality resources that will certainly get the desired job satisfaction for the company and its employees, in this case job satisfaction in the company becomes a job that has a very important role. Job satisfaction will increase if an employee likes his job. An employee will have an appropriate reaction to his job in the sense that the employee will respond emotionally to the work he is carrying. (P. S. & T. A. J. Robbins, 2015) and (Pabian et al., 2025) explain that job satisfaction is a positive feeling about work, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings about their job, while a person with a low level of job satisfaction has negative feelings.

Based on the above statement, it can be concluded that job satisfaction is the key to creating a productive and satisfying work environment for employees and companies. This satisfaction is influenced by various aspects of the job and can have a direct impact on employee motivation and morale.

H4: Intrinsic motivation, workload, and work environment jointly affect employee job satisfaction.

RESEARCH METHOD

This type of research is Quantitative The sample taken was 100 company employees using the distribution of questionnaires to company employees as research respondents. The analysis was carried out by processing data using SPSS software version 25. The method will be used validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple regression test and coefficient of determination test.

The analysis in this study uses multiple linear regression analysis which aims to determine how much influence the independent variable (X) has on the dependent variable (Y). According to (Sugiyono, 2010) multiple linear regression analysis is used by researchers, if it intends to predict how the state (rise and fall) of the dependent variable, if two or more independent variables as predictor factors are manipulated (increase and decrease in value).

RESULTS AND DISCUSSION

Results of Respondent Characteristics

Validity Test

Variable	Question Item	R count	R table	Description
Intrinsic Motivation (X1)	X1.1	0,552	0,1966	Valid
	X2.2	0,648	0,1966	Valid
	X1.3	0,332	0,1966	Not Valid
	X1.4	0,652	0,1966	Valid
	X1.5	0,596	0,1966	Valid
	X1.6	0,481	0,1966	Not Valid
	X1.7	0,669	0,1966	Valid
	X1.8	0,696	0,1966	Valid
Variable	Question Item	R count	R table	Description
Workload (X2)	X2.1	0,684	0,1966	Valid
	X2.2	0,596	0,1966	Valid
	X2.3	0,673	0,1966	Valid
	X2.4	0,474	0,1966	Not Valid
	X2.5	0,680	0,1966	Valid
	X2.6	0,696	0,1966	Valid
	X2.7	0,640	0,1966	Valid
	X2.8	0,697	0,1966	Valid
Variable	Question Item	R count	R table	Description
Work Environment (X3)	X3.1	0,840	0,1966	Valid
	X3.2	0,852	0,1966	Valid
	X3.3	0,900	0,1966	Valid
	X3.4	0,897	0,1966	Valid
	X3.5	0,868	0,1966	Valid
	X3.6	0,891	0,1966	Valid
	X3.7	0,863	0,1966	Valid
	X3.8	0,827	0,2565	Valid

Variable	Question Item	R count	R table	Description
Job Satisfaction (Y)	Y1.1	0,602	0,1966	Valid
	Y1.2	0,463	0,1966	Not Valid
	Y1.3	0,716	0,1966	Valid
	Y1.4	0,482	0,1966	Not Valid
	Y1.5	0,829	0,1966	Valid
	Y1.6	0,822	0,1966	Valid
	Y1.7	0,863	0,1966	Valid
	Y1.8	0,751	0,1966	Valid

Source of data that has been processed:

Each question item has a calculated R value that is compared to the R table (0.1966) to determine its validity. Most of the items show a calculated R value that is higher than the R table, indicating that the items are valid for use in measurement. However, some items, such as X1.3, X1.6, X2.4, Y1.2, and Y1.4, had lower calculated R values, indicating that the items may need to be further reviewed to ensure measurement accuracy. Overall, these results indicate that the instruments used to measure the variables are reliable in the study.

Variable	R count	R table	Description
Intrinsic Motivation	0,573	0,1966	Valid
Workload	0,631	0,1966	Valid
Work Environment	0,737	0,1966	Valid
Job Satisfaction	1	0,1966	Valid

The table above presents the validity test results for the various question items measuring the three variables: Intrinsic Motivation, Workload, and Work Environment, as well as the dependent variable of Job Satisfaction. Each question item has a calculated R value that is compared to the R table (0.1966) to determine its validity. Most of the items show a calculated R value that is higher than the R table, indicating that the items are valid for use in measurement.

Reliability Test

Variable	Cronbach's Alpha	Recommended Cronbach's Alpha	Description
Intrinsic Motivation (X1)	0,742	0,60	Reliable
Workload (X2)	0,757	0,60	Reliable
Work Environment (X3)	0,797	0,60	Reliable
Job Satisfaction (Y)	0,758	0,60	Reliable

Source: Data has been processed

The results of the reliability test of the Intrinsic Motivation variable (X1) have a Cronbach's Alpha value of 0.742, the Workload Variable (X2) has a Cronbach's Alpha of 0.757, the Work Environment variable (X3) has a Cronbach's Alpha value of 0.797 and the Job Satisfaction variable (Y) has a Cronbach's Alpha value of 0.758. This means that the

three variables have a Cronbach's Alpha value > 0.60, which can be said that all the variables studied can be declared reliable as research measuring instruments.

All variables have Cronbach's Alpha values higher than the recommended limit (0.60), indicating that the measurement instruments for all variables are reliable. The work environment has the highest reliability value, indicating excellent consistency in measurement.

Classical Assumption Test

Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.09835666
Most Extreme Differences	Absolute	.086
	Positive	.070
	Negative	-.086
Test Statistic		.086
Asymp. Sig. (2-tailed)		.068 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the results of the Kolmogorov-Smirnov Test (K-S Test) conducted on 100 observations, the average residual is 0.000000 with a standard deviation of 2.09835666, indicating a relatively normal distribution of data. The maximum value of absolute difference observed was 0.086, with a maximum positive difference of 0.070 and a maximum negative difference of -0.086. The test statistic was recorded at 0.086 with a p-value (Asymp. Sig. 2-tailed) of 0.068. Since this p-value is greater than 0.05, there is insufficient evidence to reject the null hypothesis, so it can be concluded that the residuals follow a normal distribution at the commonly used significance level.

Multicollinearity Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.391	3.590		-.109	.914		
	Intrinsic Motivation	.379	.147	.246	2.576	.012	.485	2.061

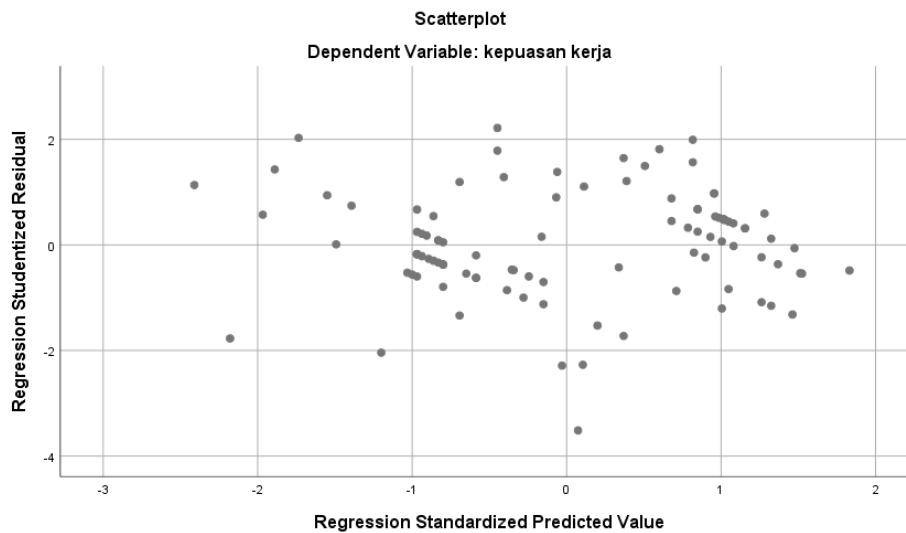
Workload	.086	.141	.066	.606	.546	.369	2.710
Work Environment	.498	.084	.542	5.901	.000	.524	1.910

a. Dependent Variable: job satisfaction

This data indicates that only the intrinsic motivation variable is significantly positively correlated with the level of job satisfaction, with a significance value (Sig.) that is lower than 0.05. This indicates that the higher the intrinsic motivation, the higher the level of job satisfaction. The workload and work environment variables do not show a significant correlation with the level of job satisfaction.

Intrinsic Motivation and Work Environment are significant variables in influencing job satisfaction, with work environment having the greatest influence. Workload is not significant, indicating that in this context, workload does not significantly affect job satisfaction. There is no serious multicollinearity problem, indicated by the low VIF value.

Heteroscedasticity Test



The dots on the scatterplot are randomly scattered around the horizontal line (Y = 0 axis). This shows that there is no clear pattern in the residuals, which is an indication that the regression model used is good and meets the assumption of homoskedasticity (constant residual variance). There are no systematic patterns, such as curves or trends, which indicate that the model does not have a specific problem in predicting job satisfaction values.

specific problem in predicting the value of job satisfaction. This is important for the validity of the model. Outliers Although most of the points are around the horizontal line, there are a few points that may be considered outliers (points that are far from the main group). However, the number is not significant and does not affect the overall analysis.

The scatterplot shows that the regression model for job satisfaction meets the assumption of homoscedasticity, with residuals that are randomly distributed and without a clear pattern. This indicates that the model is valid and reliable.

Multiple Linear Regression Test

T Test (Hypothesis Test)

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.391	3.590		-.109	.914		
	Intrinsic Motivation	.379	.147	.246	2.576	.012	.485	2.061
	Workload	.086	.141	.066	.606	.546	.369	2.710
	Work Environment	.498	.084	.542	5.901	.000	.524	1.910

a. Dependent Variable: job satisfaction

- The result of the Sig value. variable Intrinsic Motivation (X1) of 0.012 (>0.05), Workload (X2) 0.546 (>0.05), then it has no significant effect on the Job Satisfaction variable (Y).
- The result of the Sig. value of the Work Environment variable (X3) 0.000 (<0.05), then it has a significant effect on the Job Satisfaction variable (Y).
- The result of the Sig. value of the Intrinsic Motivation variable (X1) has a positive and significant effect on job satisfaction (p < 0.05). Workload (X2) has no significant effect on job satisfaction (p > 0.05) on the Job Satisfaction variable (Y).
- The result of the Sig. value of the Work Environment (X3) variable is 0.000 (<0.05), so it has a significant effect on the Job Satisfaction variable (Y).

The T-test shows that intrinsic motivation and work environment have a significant influence on job satisfaction, while workload shows no significant influence.

F Test (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	749.159	3	249.720	43.571	.000 ^b
	Residual	550.201	96	5.731		
	Total	1299.360	99			

a. Dependent Variable: job satisfaction
 b. Predictors: (Constant), work environment, intrinsic motivation, workload

The table above shows the results of the ANOVA analysis that evaluates the effect of the independent variables-work environment, intrinsic motivation, and workload the dependent variable, job satisfaction. The results show that the sum of squares explained by the regression model is 749,159, with an F-value of 43,571, which indicates the model's ability to explain variations in job satisfaction. The significance value (p-value) of .000 indicates that the effect of the independent variables on job satisfaction is significant, well

below the general significance level ($\alpha = 0.05$). Thus, companies are advised to pay attention to these three variables in an effort to increase employee job satisfaction.

Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.767 ^a	.589	.576	2.13089
a. Predictors: (Constant), Work Environment, Intrinsic Motivation, Workload				

The value of $R = 0.767$ means that the magnitude of the relationship between the Intrinsic Motivation (X1) Workload (X2) and Work Environment (X3) variables with the Job Satisfaction (Y) variable is 76.7%, meaning that there is a fairly good relationship between the Intrinsic Motivation (X1), Workload (X2), and Work Environment (X3) variables with the Job Satisfaction variable.

The R Square value of 0.589 indicates that about 58.9% of the variation in job satisfaction can be explained by the independent variables (Work Environment, Intrinsic Motivation, and Workload). This suggests that the model is reasonably good at explaining data variability. The value of 2.130089 indicates that there is variation in the predictions, but it is not very large. This value indicates the average prediction error of the model. The smaller this value, the better the model is at predicting job satisfaction values. The regression model shows a strong relationship and can explain almost 59% of the variation in job satisfaction, with a relatively small prediction error.

CONCLUSION

Based on the results of the study, it was found that the job satisfaction variable had a mean of 33.08, while intrinsic motivation and work environment showed higher mean values of 34.54 and 35.13, respectively. This indicates that respondents tend to feel more satisfied with their motivation and work environment compared to overall job satisfaction, which supports the hypothesis that intrinsic motivation and work environment contribute positively to job satisfaction. The validity test shows that most of the question items for all variables are valid, although some items in the workload and job satisfaction variables need further review. Overall, the instruments used in this study are reliable, supporting the effectiveness of the measuring instruments in assessing the variables under study.

The results of the regression analysis show that only the work environment variable has a significant influence on job satisfaction, with a significance value of 0.000, while intrinsic motivation shows a positive but insignificant influence at the same level. Workload showed no significant influence on job satisfaction. The resulting regression model explains about 58.9% of the variation in job satisfaction, suggesting that the model is reasonably good at explaining the relationship between intrinsic motivation, workload, and work environment to job satisfaction. The findings provide strong evidence that work environment and intrinsic motivation play an important role in increasing job satisfaction, while workload has no significant impact.

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