

## Effect of Job Characteristics, Motivation, Andwork Discipline on Employee Satisfaction PT. Indonesian Port IV (Persero) Balikpapan Branch

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### Abstract

*The purpose of this study was to examine the effect of the variable job characteristics, motivation, and work discipline on the variable job satisfaction of employees of PT. Pelabuhan Indonesia (Persero) IV Balikpapan Branch, using a sample of 124 people. The analytical tool used is multiple linear regression and a hypothesis testing tool, namely the t test. As for the results of the analysis and the results of hypothesis testing, it was found that Job Characteristics, Motivation, and Work Discipline simultaneously proved to have a significant influence on the variable Job Satisfaction of Employees of PT. Pelabuhan Indonesia (Persero) IV Balikpapan Branch. And the test results partially show that the three independent variables are Job Characteristics, Motivation, and work discipline proved to all show a significant effect on job satisfaction of employees of PT. Pelabuhan Indonesia (Persero) IV Balikpapan Branch.*

### Keywords

job characteristics; motivation, work discipline; job satisfaction



## I. Introduction

Balikpapan is one of the cities in East Kalimantan which has a fairly large economy. The economy in the city of Balikpapan comes from various service sectors, one of which is in the field of port transportation. Balikpapan Port is one of the Class I Ports of PT Pelabuhan Indonesia IV (Persero) Balikpapan Branch or abbreviated as PT. Pelindo IV (Persero) Balikpapan Branch which operates in the eastern part of Indonesia, especially Balikpapan City. Balikpapan Port is declared as one of the sea ports open to foreign trade.

PT. Pelindo IV (Persero) Balikpapan Branch is a company that provides port services for ships visiting or having interests in the East Kalimantan Province. Pelindo Balikpapan organizes/manages 2 (two) business segments in the form of Goods and Various Business Services and Terminals for Self Interest (PBAU & TUKS) and Ship Services (Pelkap). To achieve the predetermined goals, PT Pelindo pays attention to its human resources.

Human resources in an organization are a very important factor for the company. Human Resources (HR) includes all people who are in the organization and involved in the company, from the lower level to the main director. All human resources have a role in achieving organizational goals. Human resources, apart from being an element of implementing organizational activities that will determine the success of an organization, they are also social beings who have certain thoughts, feelings, needs and expectations. This really requires special attention because these factors will affect the level of employee satisfaction (Alfian & Aswar, 2020).

Job satisfaction is also an indicator in seeing someone both positive and negative about their work. One of the company's effectiveness is obtained from employee job satisfaction. Increasing job satisfaction within the company will create a smooth

communication process between employees and the company and facilitate the company (Rizky et al., 2020). Job satisfaction is an emotional state that is pleasant or unpleasant towards work, job satisfaction reflects one's feelings towards his work (Wuysang & Tawas, 2016). Employee job satisfaction is influenced by several things including job characteristics, motivation and work discipline. Job characteristics are one of the job descriptions that serve as guidelines in carrying out work and its implementation can achieve satisfaction. (Hermanto, 2015) Job characteristics can also be said to be a factor that shows the characteristics of a type of work or a factor that distinguishes a job from other types of work. Job characteristics are an important step for achieving organizational or company goals. The work must be analyzed first before other human resource functions are carried out. Fatmah (2017) states in his research that job characteristics have a positive and significant effect on employee performance. Employees have a good understanding of their field of work related to the variety of jobs, opportunities to use their skills, understand well the procedures carried out and the work to be carried out. Ma'ruf & Chair (2020) work motivation is a force that exists in a human being, and can develop due to external forces in the form of rewards so that it can affect the performance results of employees. Furthermore, Fadhil & Mayowan (2019) stated that motivation is an encouragement that comes from within the employee to carry out the work tasks assigned to him in achieving organizational or company goals. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Fadhil & Mayowan (2019) in their research found that motivation has a high influence on employee performance variables. By having self-motivation to work hard, an employee will not feel burdened with his work. Not only has an impact on oneself, but one's motivation will also have an impact on feelings of satisfaction at work. Work discipline is an attitude of an employee in acting positively such as respecting, appreciating, obedient and obedient to the written and unwritten rules that apply to the organization and being able to carry it out and accept any consequences that are carried out (Susanto, 2019). (Astuti et al., 2020) stated in their research that work discipline has an influence on job satisfaction. High work discipline can be seen from concern and responsibility for work, obeying applicable regulations without any coercion. High work discipline indicates that individuals are satisfied with their work.

Based on field research by interviewing 124 employees and the head of HRD, it was found that employees at PT Pelabuhan Indonesia IV (Persero) Balikpapan Branch had employee satisfaction problems including, there were still some employees who felt there was a lack of good relations between co-workers, which was indicated by some employees who do not want to cooperate in completing the work. In the characteristics of the work there is still the implementation of tasks that are not in accordance with the skills and abilities possessed by the employee, the employee in completing the work there are still errors. The nature of the tasks assigned to employees is not too varied. In terms of discipline, there are still some employees who are less responsible in completing their work.

## **II. Review of Literature**

Satisfaction One of the means of an important role in human resource management in an organization is the creation of job satisfaction for employees. Hasibuan (2016:224) job satisfaction is an emotional attitude that is pleasant and loves his job. Sutrisno (2016: 75)

job satisfaction is a pleasant or unpleasant emotional state for employees towards their work. Sunyoto (2015: 210) job satisfaction is a pleasant or unpleasant emotional state where workers view their work, workers have different characteristics, so the level of job satisfaction also varies. Timothy (2016: 244) Job satisfaction is a pleasant condition experienced by individuals in the organization by various things that cause it. Satisfaction is influenced by several factors, as stated by the following experts: Robbins & Judge, (2017: 46) states that "there are 6 factors that affect job satisfaction, namely: (1) the work itself, (2) Salary, (3) Promotion, (4) Supervision, (5) Colleagues, and (6) Overall). While the factors that affect job satisfaction, according to (Mangkunegara, 2015: 84) are: a) Employee factors, namely intelligence (IQ), special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perceptions, and work attitudes. b) Employment factors, namely type of work, organizational structure, rank (class), position/position, quality of supervision, financial security, opportunity for promotion, social interaction, and work relations.

Job Characteristics in the company employees are grouped into various types of work according to their fields and expertise to achieve company goals, Robbins & Judge (2017:262) job characteristics is an approach in designing work that shows how work is described into five core dimensions, namely diversity of skills, task identity, task meaning, autonomy and feedback. Panggabean (2014: 130) argues that job characteristics are related to the work itself where it relates to the way how employees assess the tasks in their work. Ahmad et al (2019) define job characteristics as the number of responsibilities, variety of tasks and jobs that have characteristics where people get satisfaction. The core dimensions of work according to Robbins & Judge, (2017: 641-642): a, Skill variety is the degree to which a person needs to use various skills and abilities to do work. b) Procedures and Assignment of Tasks (Task Identity), the degree to which a job requires a comprehensive and identifiable completion. c) The importance of the task (Task Significant) is where the work can have a major influence on the lives or work of others. d) Authority and responsibility (Autonomy) is a condition where a job gives freedom to employees to be able to design and program their own work activities.

Motivation The term motivation (motivation) comes from the Latin, namely *move*, which means "to move" (to move). Motivation in management is generally only intended for human resources and especially for subordinates. Hasibuan (2016: 23) says motivation is how to encourage the passion of subordinates, so that they are willing to work hard by giving all the abilities and skills to realize the company's goals. Siagian (2014: 102), states that motivation is the driving force for someone to make the greatest possible contribution to the success of the organization in achieving its goals. Jooner Rambe and Isnaria, (2018) motivation is an impulse in directing individuals to change behavior in taking action in achieving the expected goals.

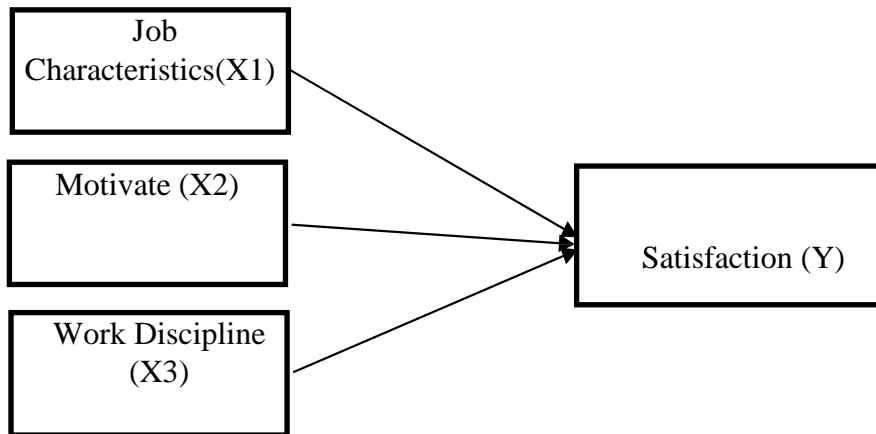
Motivation is divided into several types. The types of motivation according to Winardi (2016: 5) can be negative and positive, namely: a) Positive motivation, namely motivation that reduces feelings of anxiety (anxiety reducing motivation) or the carrot approach (the carrot approach) where people are offered something of value (eg monetary rewards, praise and the possibility to become permanent employees) if the performance meets the set standards. b) Negative motivation, which is called the stick approach using the threat of punishment (reprimands, threats to be laid off, threats to be demoted and so on) if the person's performance is below standard.

Motivation that exists in individuals is usually not always the same and tends to change quickly where changes in motivation in individuals are caused by many factors, both internal and external factors.

Sutrisno (2016:117) states that there are two factors that influence motivation in employees, namely: a) Internal factors, consisting of: 1) The desire to live, 2) The desire to be able to own objects, 3) The desire to get awards, 4) Desire for recognition, 5) Desire for power. b) External factors, consisting of: 1) Working environment conditions, 2) Adequate compensation, 3) Good supervision, 4) Job guarantees, 5) Status and responsibilities, and 6) Flexible regulations

Discipline is a person's attitude to obey the rules and regulations that apply around him. With good work discipline from employees, it will be able to accelerate the achievement of the goals of a company, and vice versa (Budiman & Steven, 2021). unwritten rules that have been set by a company (Simarmata, 2021). Agustini (2011) suggests that discipline is compliance, willingness, and awareness of employees to comply with company regulations and norms. Because with discipline employees are more regular in achieving company goals. (Sutrisno, 2016) Factors that affect work discipline are the size of the compensation.

Framework of thought: based on the theoretical foundation that was built, the framework of thought in the research is as follows;



*Figure 1. Framework*

Information:

:Independent Variables and Dependent Variables

—————> : Partial Influence

### Hypothesis

Based on the description above, the researchers proposed the following hypothesis:

1. Job characteristics affect employee job satisfaction at PT. Pelabuhan Indonesia IV (Persero) Balikpapan Branch.
2. Motivation has an effect on job satisfaction performance at PT. Pelabuhan Indonesia IV (Persero) Balikpapan Branch.
3. 3. Discipline work influential to satisfaction workemployee inPT. Pelabuhan Indonesia IV (Persero) Balikpapan Branch.

### III. Result and Discussion

#### 3.1 Population and Sample

Sugiyono (2018:81) population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study amounted to 124 employees of PT. Pelabuhan Indonesia IV (Persero) Balikpapan Branch.

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2018:85). The sample in this study was to use all the population of employees of PT. Pelabuhan Indonesia IV (Persero) Balikpapan Branch, as many as 124 employees.

This analysis is used to determine how much influence the independent variables, namely: job characteristics (X1), motivation (X2) and job satisfaction (X3) on the dependent variable, namely employee performance (Y), the multiple linear regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y	= Job Satisfaction
a	= Constant
b1 b2 b3	= Coefficient of regression direction
X1	= Job characteristics
X2	= Motivation
X3	= Work Discipline
e	= error or nuisance variable

### IV. Result and Discussion

PT Pelabuhan Indonesia IV (Persero) was established based on Indonesian Government Regulation (PP) No. 59, dated October 19, 1991, regarding the transfer of the form of the Port IV Public Company (Perum) to a Limited Liability Company (Persero) whose articles of association were notarized by deed no. 7, dated December 1, 1992 by Notary Imas fatimah, SH, Notary in Jakarta. Effectively existencePT Pelabuhan Indonesia IV (Persero)starting from the signing of the Company's Articles of Association by the Secretary General of the Ministry of Transportation based on the Deed of Notary Imas Fatimah, SH No. 7 dated December 1, 1992. In view of backward developments in the early days of its management, PT Pelabuhan Indonesia IV (Persero)has experienced a fairly rapid development and is able to adapt to the development of an increasingly advanced environment.

Based on considerations of increasing the efficiency and effectiveness of the company and by looking at the developments achieved by Perum Pelabuhan IV, the government determined through PP 59/1991 that the management of ports in the Perum Pelabuhan IV area was transferred from Perum to (Persero). Subsequently, Perum Pelabuhan Indonesia IV changed to PT (Persero) Pelabuhan Indonesia IV. As a Limited Liability Company, PT Pelabuhan Indonesia IVBalikpapan branch with an office on Jl. Yos Sudarso, Balikpapan City, Balikpapan City, East Kalimantan 76111, Through this office, PT Pelabuhan Indonesia performs port management in its working area in accordance with its duties, namely as a port manager and developer for logistics distribution needs. Therefore, Pelindo becomes a BUMN that has the duties of authority and responsibility in port management. In this office, Pelindo employees work to serve residents related to logistics and transportation via sea.

Provision of docks and facilities for mooring ships and loading and unloading of containers and cargo, including passenger terminal services, container terminals, and car terminals, warehousing, and multi-purpose fields are also available. The company also opens port management cooperation with the government and the private sector, organizing depots, fumigation, customs areas and temporary storage places.

VisionPT Pelabuhan Indonesia IV (Persero): "To become an integrated, highly competitive, and international standard port management company". MissionPT Pelabuhan Indonesia IV (Persero):

- a. To become a driver and driver of economic growth in Eastern Indonesia.
- b. Providing integrated port and non-port (support) services with orientation to customer satisfaction and loyalty.

The focus of PT NTS's activities is conventional loading and unloading activities (general cargo, project cargo, conventional containers, etc.). Multimodal Transport Business Entity (BUAM). Company, Customs Service Management (PPJK). Logistics services and door to door service for general cargo commodities. Management of container depots, warehouses, stacking yards and Bonded Logistics Centers (PLB). Provision and operation of loading and unloading equipment. With activity locations at Commercial Ports, Non-Commercial Ports, Tersus and TUKS. PT Pelindo IV (Persero) together with the East Kalimantan Provincial Government synergizes to improve service performance at ports,

This analysis is used to find out how much influence the independent variables have, namely: job characteristics (X1), motivation (X2) and work discipline (X3) on the dependent variable, namely Job satisfaction (Y) Employees.PT Pelabuhan Indonesia IV(Persero) Balikpapan Branch. The results obtained through analysis using multiple Linear Regression are obtained:

**Table 1.** Multiple Linear Regression Analysis Results, Hypothesis Test Results

Variable	Unstandardized		Standardized	T	Sig	Correlation	
	B	Std. Error	Beta			Partial	Part
Constant	2,084	1,272					
X <sub>1</sub>	0.260	0.056	0.281	4,680	0.000	0.393	0.252
X <sub>2</sub>	0.252	0.068	0.257	3,726	0.000	0.322	0.201
X <sub>3</sub>	0.430	0.061	0.468	7,067	0.000	0.542	0.381
R = 0.807				F count = 74.779			
R Square = 0.652				F table = 2.78			
Adjusted R Square = 0.643				T table = 1.98			
Durbin Watson = 2,149							

Source: processed using SPSS 25. program

Multiple linear regression equation is obtained as follows:

$$Y = 2.084 + 0.260 X_1 + 0.252 X_2 + 0.430 X_3$$

The results of the multiple regression equation can be explained based on statistical analysis as follows: Constant Coefficient Value (bo) = 2,084 indicates that when the variable Job Characteristics (X1), Motivation (X2), Work Discipline (X3) is constant or the

value is zero, the variable Job satisfaction (Y) EmployeesPT Indonesian Port IV(Persero) Balikpapan Branch has a value of constant coefficient (bo) of 2.084.

The relationship between the variables of job characteristics (X1) on Job Satisfaction (Y) PT. employeesIndonesian Port IV(Persero) Balikpapan Branch with a Regression Coefficient (b1) of 0.260 this value indicates that the Job Characteristics variable (X1) has a positive effect on changes in the Employee Job Satisfaction variable (Y)PT Indonesian Port IV(Persero) Balikpapan Branch where every change in the Job Characteristics variable (X1) by one unit will affect the Job Satisfaction variable (Y) EmployeesPT Port Indonesia IV(Persero) Balikpapan Branch, if equated with the value in percentage is 26%.

The relationship between the Motivation variable (X2) on Job Satisfaction (Y) PT . EmployeesIndonesian Port IV(Persero) Balikpapan Branch The value of the regression coefficient (b2) is 0.252. This value indicates that the Motivation variable (X2) has a positive effect on changes in the variable Job satisfaction (Y) of employees atPT Pelabuhan Indonesia IVBalikpapan Branch where every change in the Motivation variable (X2) by one unit will affect the Job Satisfaction variable (Y) Employees atPT Pelabuhan Indonesia IVBalikpapan Branch, when equated with the value in percentage is 25.2%.

The relationship between the variables of work discipline (X3) on Job Satisfaction (Y) PT Pegawai employeesIndonesian Port IV(Persero) Balikpapan Branch The value of the regression coefficient (b3) is 0.430. This value indicates that the work discipline variable (X3) has a positive effect on changes in the variable Job satisfaction (Y) of employees atPT Indonesian Port IV(Persero) Balikpapan Branch where every change in the work discipline variable (X3) of one unit will affect the variable Job satisfaction (Y) Employees atPT Port Indonesia IV(Persero) Balikpapan Branch, if equated with the value in percentage is 43%.

## Discussion

It has been proven that Job Characteristics (X1), Motivation (X2), Work Discipline (X3) partially affect Job Satisfaction (Y) EmployeesPT Pelindo IV(Persero) Balikpapan Branch, can be explained in the following discussion:

The results of the tests carried out on the job characteristics variables on employee job satisfaction in this study indicate that the job characteristics variables have a significant effect on employee job satisfaction at PT Pelindo IV (Persero) Balikpapan Branch. Characteristics of a good job will make individuals feel bound to the organization where they work because they are not bored and burdened with the work, they do so that they can make the individual feel satisfied with the company where they work (Maslach, 2001). The regression results in this study indicate that job characteristics have a positive effect on employee job satisfaction. These results explain that when the level of job characteristics is increased, the level of job satisfaction will also increase. The calculation results for the job characteristics variable indicate that the level of employee job characteristics of PT Pelindo IV (Persero) Balikpapan Branch is included in the high category. Of the five statements, the first statement (different jobs require different skills) has the highest response, strongly agree, this indicates that most of the respondents feel that the characteristics of the work they do are good, do not provide saturation or excessive burden for employees. This is because employees feel that whatever type of work, they do have an impact on the company and employees, and the feedback on the work they do is also good so that employees can feel satisfied or the way they work in order to provide maximum results.

The results of hypothesis testing are supported by the results of descriptive analysis that high job characteristics will be followed by a high level of job satisfaction as well. The

hypothesis of this study supports the results of research conducted by (Rostinaningsih et al., 2020) where Job Characteristics partially have a significant effect on job satisfaction

Based on Maslow's theory, the first motive for a person to work is the fulfillment of physiological (physiological) needs. This is in accordance with several variables that make up this motivational component, in this study it is explained that in general the current level of income is sufficient for the living needs of employees. In other words, in general the employees of PT. Pelindo IV (Persero) Balikpapan Branch feels that physiological needs have been met with income. The next level of need is the need for security, the results of the analysis show that this need for security has also been fulfilled because of health insurance and old age insurance. For the next level of needs, social needs, situations and working conditions at PT. Pelindo IV (Persero) Balikpapan Branch has been able to provide satisfaction. This is indicated by the results of the survey, which among others explain the existence of good communication at the office, the flow of information between employees is already good and there are also informal meetings at the office which are very supportive of employees at PT. Pelindo IV (Persero) Balikpapan Branch to socialize. And this is not always related to work but is very good for building relationships as social beings. For example, the formation of an employee association that accommodates informal employee activities such as worship, sports and recreation. The need for self-esteem and self-actualization can be seen from how involved employees are in the process of carrying out organizational tasks and in making decisions at a certain level. Organizational recognition of employees is also seen by providing good grading for employees with more workloads. Based on the survey results, it can be concluded that in general, employees' needs for self-esteem and self-actualization needs are quite fulfilled, because most employees feel involved and get recognition from the organization. In addition, it can also be seen from the opportunity for self-development, the opportunity for training and achieving higher education greatly motivates employee performance so as to increase employee job satisfaction. Previous research that supports the results of this study is research from (Manoppo, 2015), (Lumentut & Dotulong, 2015), (Yuliantini & Santoso, 2020), (Rostinaningsih et al., 2020).

Work discipline is defined as an attitude, behavior, and actions that are in accordance with the regulations of the organization in written or unwritten form. Therefore, in practice, if an organization has sought most of the regulations that most employees obey, then discipline can be enforced (Darmawan, 2013: 41).

Work discipline is one of the supporting factors in achieving job satisfaction. Important factors that need to be considered in employee work discipline are the level of attendance, work procedures, obedience to superiors, work awareness and responsibility for work.

The results showed that work discipline had an effect on job satisfaction. The results of the regression test, it is known that work discipline has a positive and significant effect on job satisfaction. In fact, at PT Pelindo IV (Persero) Balikpapan Branch, there are still some employees who are not on time when they enter the office, leave the work desk before the appointed time, and employees are still procrastinating. Company leaders play a role in managing employees to comply with all regulations, norms that have been set by the company so that employees work disciplined and effectively.

Discipline is a person's awareness and willingness to obey all applicable organizational rules and social norms (Hasibuan, 2018: 193). Various rules/norms set by a company have a very important role in creating discipline so that employees can comply and implement these regulations. The rules/norms are usually followed by sanctions given in the event of a violation. The sanctions can be in the form of reprimands both verbally



and in writing, suspension from position reduction and even dismissal depending on the number of violations committed by the employee. It is intended that employees work with discipline and be responsible for their work. If employees have high work discipline, they are expected to be able to complete tasks quickly and precisely so that job satisfaction arises.

The results of this study contradict the research conducted by Lumentut (2015) entitled *The Effect of Motivation, Discipline, and Work Environment on Employee Job Satisfaction at PT. Bank of North Sulawesi branch Airmadidi*. The results showed that work discipline had no significant effect on job satisfaction at PT Bank Sulut Airmadidi branch.

## V. Conclusion

WithThe analysis and discussion of this research has resulted in a proof of the hypothesis that has been proposed in chapter two and the results are:

1. The first hypothesis is that job characteristics affect job satisfaction of employees of PT. Pelabuhan Indonesia IV (Persero) Balikpapan Branch.
2. The second hypothesis that motivation has an effect on employee job satisfaction at PT. Pelabuhan Indonesia IV (Persero) Balikpapan Branch.
3. The third hypothesis is that work discipline has an effect on employee job satisfaction at PT. Pelabuhan Indonesia IV (Persero) Balikpapan Branch.

## Suggestion

As a suggestion from researchers based on the results of the analysis and discussion are as follows:

1. Job satisfaction can increase if the level of work diversity is low. To reduce the level of work diversity, it is possible to focus employees on only one field of work, without adding new skills and responsibilities to employees. While the nature of the significance of the employee's task can increase job satisfaction in various ways, one of which is emphasizing on employees that their work is very influential on the quality of the place where they work. Furthermore, so that employee job satisfaction will be able to increase through feedback received by employees. Improved feedback to employees can be done through providing more feedback and providing information directly from the leadership,
2. Companies are advised to increase employee motivation so that employees are more motivated to increase their job satisfaction. Companies can increase employee motivation by rewarding employees fairly for their achievements at work, namely by giving bonuses, gifts and certificates for employees who have high motivation, namely employees who never come late to the office, never alpha, and employees who diligent in their work so that their work is often completed on time. This can make employees become motivated at work so that they will work hard and well and feel valued by the company.
3. As for what can be done to continue to improve work discipline by always providing input to employees about discipline at work so that later employees will always come to work on time and do not leave the office prematurely so that later it will make employee discipline even better and also by giving strict sanctions if employees violate the rules and undisciplined. Meanwhile, to increase job satisfaction so that employee work performance also increases, this can be done by improving existing facilities in the office. Leaders should be closer to subordinates and show their performance as company leaders so that employee job satisfaction related to their leadership becomes even better. and also increase promotions for outstanding employees.

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