

The Influence of Motivation, Work Discipline, and Work Environment on Job Satisfaction of Employees at the Port Authority and Harbor Office (KSOP) Class I Balikpapan City

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Abstract. This research was conducted to determine the influence of motivation, work discipline, and the work environment on employee job satisfaction at the Class 1 Harbormaster and Port Authority Office (KSOP) in Balikpapan City. The study used a quantitative approach with a survey method. Data collection was conducted by distributing questionnaires to all employees who served as research respondents using a non-probability sampling technique with a purposive sampling method. The sample size for this study was 100 employees. Data analysis used the Partial Least Squares (PLS) method with the assistance of SmartPLS software. The results showed that motivation has a positive and significant influence on employee job satisfaction. Work discipline also proved to have a positive and significant influence on employee job satisfaction. Furthermore, the work environment showed a positive and significant influence on employee job satisfaction. These results indicate that increased motivation, consistent implementation of work discipline, and the creation of a conducive work environment able to increase employee job satisfaction at the Harbormaster and Class I Port Authority Office of Balikpapan City. The conclusion of this study emphasizes that partially the three independent variables have a positive and significant effect on job satisfaction, with motivation to make the greatest contribution, followed by work discipline and work environment, so that optimal management of these three aspects is the key to increasing employee job satisfaction in the Balikpapan Class I KSOP environment.

Keywords: Motivation, Work Discipline, Work Environment, Job Satisfaction

INTRODUCTION

(Daniswari et al. 2023) The city of Balikpapan, as one of the main port cities in East Kalimantan Province, has a strategic role in the national sea transportation and logistics system. Located on the edge of the Makassar Strait, the port of Semayang is the connecting door between Balikpapan and various regions in Eastern Indonesia and other islands, both for goods and passengers (Kementrian Perhubungan Republik Indonesia, 2024).

(Kurniawan et al. 2025) states that ports not only function as a docking place for ships but also become an important element in shipping safety and support connectivity between regions, both domestic and international. (Weda Iwan 2023) stated that shipping safety and security is greatly influenced by supervision, port authority responsibility, and the feasibility of operating fleets. Thus, the existence of institutions that have authority at the port, namely the Municipal Affairs and Port Authority (KSOP) office, also plays an important role in ensuring smooth shipping activities. KSOP Responsible for carrying out supervision, law enforcement in the field of shipping safety and security, and regulating activities in port waters (Kementrian Perhubungan Republik Indonesia, 2023)

In supporting the smooth running of sea transportation and shipping services, the role of

human resources is an important element. (Rulianti et al. 2023) Human resources (HR) are very important in a company so that every company strives to have quality human resources because without good human resources the company will not run optimally. (Putri et al., 2025) Human resources are a vital element in the organization because they are the main drivers of all operational activities.

The quality of human resources can be achieved if a company pays attention to the job satisfaction of its employees, which will ultimately foster commitment from employees. (Alam et al.2021) Job satisfaction is a pleasant mental state that employees feel when they are at work, because of their role in the organization and the achievement of their needs. (Alice et al.2022) Job satisfaction is the feeling of happiness that employees have related to their work and the position they run in the company. (Syafrin et al. 2023) High job satisfaction can be achieved if the factors that cause job satisfaction are present.

One of the factors that affect employee job satisfaction is motivation. (Puri et al., 2020) Motivation is a person's encouragement and determination in trying to achieve the desired goal. Work motivation plays a role in encouraging employees to have a greater sense of responsibility in carrying out their duties. (Sentosa, 2024) Motivation, both intrinsic and extrinsic, encourages employees to be more productive and feel satisfied with their work. This is also supported by research (Fatoroni et al., 2025) by stating that motivation has a positive effect on employee job satisfaction. Employees tend to be more satisfied at work because they feel valued and have a clear goal. But this is inversely proportional to the research conducted by (Adam et al., 2021) which states that motivation has a negative and significant effect on job satisfaction.

In addition to motivational factors, work discipline plays an important role in shaping job satisfaction. (Azhar et al., 2020) Work discipline is a form of awareness and willingness of individuals to comply with all applicable Company regulations and social norms. Work discipline shows how well employees follow the rules in the workplace and carry out their duties according to standards. (Lisnawaty et al., 2024) Good discipline can be seen from the extent to which a person has a sense of responsibility for the work given by his superior. Work discipline reflects an obedient attitude and awareness to obey the rules and regulations that apply in the implementation of duties. Therefore, a manager needs to provide understanding to his subordinates so that they have high responsibility, so that they can show good discipline.

This is in line with research conducted by (Ulkarima et al., 2024) which shows that work discipline has a positive effect on job satisfaction, but this is contrary to research conducted (Pebriana et al.2024) which states that work discipline has a negative effect and does not have a significant influence on employee job satisfaction. Job satisfaction will appear in employees if they get support from the work environment. (Rulianti et al.2023) The work environment is everything that is around the employee at work, which can affect him. (Runtu et al., 2022) If the work environment is supportive, employees will feel safe and comfortable. On the other hand, if the work environment is less supportive, employees will feel unsafe and comfortable.

The results of the study (Krismawati et al.2022) confirm that a good work environment has an effect on job satisfaction. The results of research conducted by (Almakkah et al., 2025) show that the work environment has a positive and significant effect on job satisfaction. If the company can create a good work environment, employees will feel happy while working. However, this is contrary to the research (Pradana et al. 2022) Where the work environment

does not have a positive and significant effect on job satisfaction.seeing the difference in the results of previous research that produced different findings, the researcher feels it is important to re-examine to provide more empirical evidence with the title "The Influence of Motivation, Work Discipline, and Work Environment on Employee Job Satisfaction at the City Municipal Office and the City Class 1 Port Authority Balikpapan".

Based on the background and formulation of the problem, this study was conducted with the aim of determining the influence of motivation, work discipline, and work environment on employee job satisfaction at the KSOP Class I Office in Balikpapan City. As for the expected benefits of this research for academics, the results of this research are expected to be a useful reference for the next author who is interested in studying topics related to human resources. For companies, this research is expected to be a guide for management to evaluate and improve motivation, discipline, and quality of work environment strategies so that employees feel more satisfied with their work. For the author, this study provides a deeper understanding of the factors that affect job satisfaction, as well as a means to gain hands-on experience in applying the theories gained during lectures to real practice in the world of work.

MATERIALS AND METHODS

This study aims to analyze the influence of Motivation (X1), Work Discipline (X2), and Work Environment (X3) on Employee Job Satisfaction (Y) in KSOP Class I Balikpapan City using a quantitative approach. Job satisfaction is defined as an employee's feelings toward work, working conditions, and employment relationships, which are measured through indicators of salary, employment, supervision, promotion, and co-workers, while motivation is measured based on needs according to Maslow's theory, work discipline through attendance, compliance, and responsibility, and non-physical work environment through employment relationships. The research population amounted to 122 employees, with a sample of 100 civil servants selected using purposive sampling techniques.

An operational definition of variables is needed to provide clear boundaries regarding the concepts used in this study. Through operational definitions, each variable is explained in detail in the form of measurable indicators that make it easier for researchers in the process of collecting and analyzing data. (Ariani et al., 2023) Stating that research variables are basically everything in the form of anything that is determined by the researcher to be studied so that information about it is obtained, then conclusions are drawn. The variables used in this study accompanied by indicators are Motivation (X1), Work Discipline (X2), and Work Environment (X3) have an influence on Job Satisfaction (Y) of KSOP Class I Employees of Balikpapan City.

Data were collected through five-point Likert scale questionnaires, interviews, and observations as primary data, and literature studies as secondary data. Data analysis was carried out using Structural Equation Model (SEM) with a Partial Least Square (PLS) approach through Smart PLS software, which included testing the outer model for convergent and discriminant validity as well as construct reliability, and the inner model to assess the structural relationships between variables through R-square values, effect size (F^2), and fit models (SRMR and NFI). This method was chosen to obtain accurate analysis results and be able to empirically describe the influence of motivation, work discipline, and work environment on employee job satisfaction as the basis for decision-making and organizational policy development.

RESULTS AND DISCUSSION

Respondent Characteristics

Based on the results of primary data analysis processed in 2026, the characteristics of respondents in this study are classified based on four main categories, namely gender, age, working period, and last education. In terms of gender, out of a total of 100 respondents, the majority were men as many as 82 people (82%), while women amounted to 18 people (18%). Based on age, respondents had a diverse age range with the largest group being at 41-50 years old as many as 38 people (38%), followed by over 50 years old as many as 29 people (29%), 31-40 years old as many as 20 people (20%), and 21-30 years old as many as 13 people (13%), which shows that most of the respondents are mature with extensive work experience. Judging from the working period, the group with a working period of more than 10 years dominated as many as 75 people (75%), followed by a 6-10 year working period of 16 people (16%), and a working period of 1-5 years as many as 9 people, reflecting the variation of work experience that can affect the perception of the work environment. Meanwhile, based on the latest education, respondents with a high school/vocational/high school background became the largest group, namely 41 people (41%), followed by S1 education as many as 31 people (31%), D3 as many as 15 people (15%), and S2 as many as 13 people (13%), which overall shows that the majority of respondents have a relatively high level of education so that it has the potential to affect their perspective in assessing working conditions in the KSOP Class I Balikpapan environment.

Data Analysis

1. Outer Measurement Model Construct Reflection Indicator

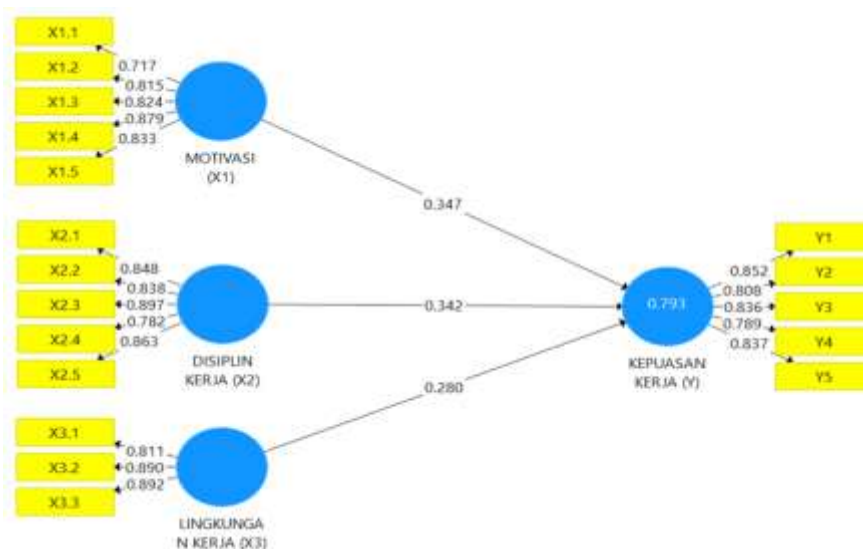


Figure 1. Outer Model

Source : Results of Smart PLS data analysis (2026)

Based on the results of the outer model test on reflective constructs, all indicators in the variables Motivation (X1), Work Discipline (X2), and Work Environment (X3), and Job Satisfaction (Y) showed an outer loading value above 0.50. This indicates that each indicator

has adequate ability to reflect the latent construct it is measuring. The outer loading value of each indicator is in the range of values that meet the convergent validity criteria, so that all indicators are declared valid and suitable for use in the measurement model. In addition, the relationship between constructs in the inner model is shown through the Path Coefficient value, which shows that the variables Motivation, Work Discipline, and Work Environment have a positive effect on Job Satisfaction. The R-Square value in the work satisfaction variable is 0.793, which means that 79.3% of the variation in job satisfaction can be explained simultaneously by the variables of motivation, work discipline, and work environment. Thus, overall the measurement model used has met good quality criteria and is feasible to proceed to the structural analysis stage.

a. Validity Test

1) Convergent Validity

Table 1. Value Outer Loading

	Motivation (X1)	Work Discipline (X2)	Work Environment (X3)	Job satisfaction (Y)
X1.1	0.717			
X1.2	0.815			
X1.3	0.824			
X1.4	0.879			
X1.5	0.833			
X2.1		0.848		
X2.2		0.838		
X2.3		0.897		
X2.4		0.782		
X2.5		0.863		
X3.1			0.811	
X3.2			0.890	
X3.3			0.892	
Y1				0.852
Y2				0.808
Y3				0.836
Y4				0.789
Y5				0.837

Sorce: *SmartPLS Output* and Processed Data (2026)

Based on the results of the convergent validity test presented in table 1, it is known that all indicators in the variables Motivation (X1), Work Discipline (X2), Work Environment (X3), and Job Satisfaction (Y) have an outer loading value above 0.60, this indicates that each indicator has met the criteria for convergent validity. With the fulfillment of these criteria, it can be concluded that all indicators in this study are suitable for use at the next stage of analysis because they can reflect latent variables consistently and reliably.

2) Discriminant Validity

Table 2. Value Cross Loading

	Motivation X1	Work Discipline X2	Work Environment X3	Job Satisfaction Y
X1.1	0.717	0.656	0.478	0.690
X1.2	0.815	0.641	0.604	0.634
X1.3	0.824	0.555	0.565	0.593
X1.4	0.879	0.678	0.662	0.731
X1.5	0.833	0.730	0.761	0.732
X2.1	0.706	0.848	0.512	0.678
X2.2	0.669	0.838	0.508	0.713
X2.3	0.717	0.897	0.593	0.779
X2.4	0.653	0.782	0.744	0.624
X2.5	0.666	0.863	0.703	0.676
X3.1	0.660	0.705	0.811	0.646
X3.2	0.648	0.552	0.890	0.698
X3.3	0.664	0.612	0.892	0.703
Y1.1	0.726	0.694	0.688	0.852
Y1.2	0.724	0.680	0.640	0.808
Y1.3	0.688	0.632	0.752	0.836
Y1.4	0.657	0.628	0.515	0.789
Y1.5	0.649	0.756	0.643	0.837

Source : SmartPLS Output and Processed Data (2026)

Based on the results of the cross loading test in table 2, it is known that each indicator has the highest loading value in the construct it represents. This shows that all indicators are able to accurately reflect the research construct. The X1.1 to X1.5 indicator shows the highest loading value in the Motivation construct (X1). Furthermore, the X2.1 to X2.5 indicators show the largest loading value in the Work Discipline construct (X2). Indicators X3.1 to X3.3 also have the highest loading values in the Work Environment construct (X3), while indicators Y1 to Y5 show the highest loading value in the Job Satisfaction construct (Y). Thus, it can be concluded that the results of the cross loading test show that all indicators have met the criteria for convergent validity, so that it is declared valid and suitable for use as a measuring tool in this study.

Table 3. Discriminant Validity Value *Fornel Lecker*

Variabel	Motivation (X₁)	Work Discipline (X₂)	Work environment (X₃)	Job Satisfaction (Y)
Motivation X1	0.815			
Work Discipline X2	0.806	0.847		
Work environment X3	0.759	0.717	0.865	
Job Satisfaction Y	0.836	0.823	0.759	0.825

Source : SmartPLS Output and Processed Data (2026)

Based on the results in table 3, it can be seen that the square root value of Average Variance Extracted (AVE) in each construct is higher than the correlation value between other constants. Thus, all constructs in this study are declared to have met the criteria for discriminant validity, so it can be concluded that each construct has good discriminant validity.

b. Reliability Test

Table 4. Construct Value Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Motivation (X1)	0.873	0.876	0.908	0.665
Work Discipline (X2)	0.901	0.906	0.927	0.717
Work Environment (X3)	0.831	0.834	0.899	0.749
Job Satisfaction (Y)	0.882	0.884	0.914	0.680

Source : SmartPLS Output and Processed Data (2026)

Based on table 4, the test results show that all variables in this study have met the reliability and validity requirements. This can be seen from the values of Cronbach's Alpha, Composite Reliability (CR), and AVE obtained by each construct. Cronbach's Alpha values on the variables Motivation (X1), Work Discipline (X2) Work Environment (X3), and Job Satisfaction (Y), were all above 0.70. This shows that the indicators used have a good level of consistency in measuring each variable. Furthermore, the Composite Reliability (CR) value of all variables shows a number above 0.70 which means that each construct can be reliably measured. Meanwhile, the AVE value on all variables has exceeded 0.50 which indicates that the indicator is able to explain the variables it measures well. Thus, it can be concluded that all variables in this study have met the criteria of reliability and validity, so that the data used is feasible to proceed to the next stage of analysis.

2. Measurement Of Inner Model Construct Formative Indicators

a. Multicollegiate Test

Table 5. Value Variance Inflation Factor

	Motivation (X ₁)	Work Discipline (X ₂)	Work environment (X ₃)	Job Satisfaction (Y)
Motivation				3.534
Work Discipline				3.086
Work environment				2.551
Job Satisfaction				

Source : SmartPLS Output and Processed Data (2026)

Based on the results of the multicollinearity test presented in Table 5, it is known that the Motiavtion variable has a VIF value of 3.534, the Work Discipline variable of 3.086, and the Work Environment variable of 2.551. All VIF values are below the predetermined limit (VIF <10). Thus, it can be concluded that this research model does not occur multicollinearity. This

shows that the independent variables do not have a high correlation, so the structural model used is declared worthy of further analysis.

Structural Measurement Model (*Inner Model*)

R-Square (R2)

Table 6. R-Square Value

	R Square	R Square Adjusted
JOB SATISFACTION (Y)	0.793	0.786

Source : SmartPLS Output and Processed Data (2026)

Based on table 6, the R-Square (R2) value for the Job Satisfaction (Y) variable is 0.793, while the R-Square (R2) adjusted value is 0.786. This value explains that the variables of motivation, work discipline, and work environment were able to explain the variation of the employee satisfaction variable by 79.3% while the remaining 20.7% was influenced by other variables outside this study. The R-Square (R2) value is quite high indicating that the model is built quite well. This explains that motivation, work discipline, and work environment affect employee job satisfaction. So it can be said that the R-Square value of the work satisfaction variable is good.

Effect size (F2)

Effect size (F2) testing is used to assess the magnitude of the influence of each latent variable in the structural model. An effect size value of 0.02 indicates a latent variable has a weak influence, a value of 0.15 indicates a moderate influence, and a value of 0.35 indicates a strong influence. The results of the effect size test are presented in the following table.

Table 7. Effect Size (F2)

	Motivation (X₁)	Work Discipline (X₂)	Work environment (X₃)	Job Satisfaction (Y)
Motivation (X1)				0.165
Work Discipline (X2)				0.183
Work Environment (X3)				0.148
Job Satisfaction (Y)				

Source : SmartPLS Output and Processed Data (2026)

Based on table 7, it can be seen that the effect size (F2) for each independent variable on job satisfaction (Y) is in the small to medium category. For the motivation variable (X1) which affects employee job satisfaction, as evidenced by the results of the calculation in table 7, for the motivation variable in a value of 0.165 which indicates that motivation has a moderate effect on job satisfaction. This can be interpreted as motivation has a significant contribution in explaining the variables of employee job satisfaction. Furthermore, the work discipline variable (X2) has an effect size value of 0.183 which is categorized as having a moderate effect and is the largest influence on the domain. Thus, it can be concluded that although all

independent variables have an effect on job satisfaction, the level of contribution is still in the small to medium category, with work discipline as a variable that has a considerable influence in explaining changes in employee job satisfaction.

Meanwhile, the work environment variable (X3) obtained an effect size value of 0.148 which indicates that the work environment has a small effect close to medium, so it can be interpreted that the environment has an effect on job satisfaction, but the contribution is not dominant.

Model FIT

To ensure that the structural model used in this study has met the feasibility and suitability criteria, a fit model test was carried out. This test aims to find out the extent to which the model is able to accurately describe the relationships between variables. Indicators used in fit model testing include SRMR, d_ ULS, d-G, Chi-Square, and NFI. The test results are presented in the following table.

Table 8. Fit Model Value

	Saturated Model	Estimated Model
SRMR	0.092	0.092
d_ ULS	1.442	1.442
d_ G	1.259	1.259
Chi-Square	604.860	604.860
NFI	0.660	0.660

Source : SmartPLS Output and Processed Data (2026)

Based on table 8, the SRMR value in the saturated model and the estimated model are 0.092 each. For SRMR, a good value should be below 0.08. Thus, the SRMR value of 0.092 is still at an acceptable number which means the model has a good fit. Meanwhile, the NFI value obtained was 0.660 in both the saturated model and the estimated model. The NFI value ranges from 0 to 1, where a value close to 1 indicates a better level of model suitability. Overall, the results of the fit model test show that the structural model in this study has sufficient suitability and is suitable for further analysis.

Based on the results of the calculation in Table 9 the coefficient of the Motivation (X1) was 0.347, the Work Discipline (X2) parameter was 0.342, And the Work Environment (X3) was 0.280, so that the structural equation model formed was. The results of the analysis showed that the three independent variables had a positive effect on job satisfaction, where motivation had the greatest influence, followed by work discipline and work environment. These findings indicate that increasing employee motivation, implementing good work discipline, and simultaneously creating a conducive and comfortable work environment can increase employee job satisfaction.

Hypothesis Testing (Resampling Bootstrapping)

Hypothesis testing was carried out by comparing the t-statistical value with the t-table value to find out whether or not there was an influence between the study variables. This test is based on the path coefficient value obtained from the inner model test. With a significance level of 0.05 (5%), the t-statistical value must be greater than the t-table value of 1.96. The t-

statistic value was obtained from the results of bootstrapping using the SmartPLS program. The test criteria state that if the p-value ≤ 0.05 and the t-statistical value > 1.96 , then the variables X1, X2, and X3 have a partial effect on the Y variable, while if the p-value > 0.05 and the t-statistical value < 1.96 , then the variables X1, X2, and X3 are declared to have no partial effect on the Y variable.

Table 9. Test Scores Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
MOTIVATION (X1) -> JOB SATISFACTION (Y)	0.347	0.357	0.091	3.823	0.000
WORK DISCIPLINE (X2) -> JOB SATISFACTION (Y)	0.342	0.318	0.156	2.197	0.028
WORK ENVIRONMENT (X3) -> JOB SATISFACTION (Y)	0.280	0.298	0.111	2.528	0.012

Source : SmartPLS Output and Processed Data (2026)

Based on the results of the hypothesis test presented in table 9, the test results showed that Motivation (X1) also has a positive and significant influence on job satisfaction (Y). This is evidenced by the test results of a p-value of 0.000 or less than 0.05. As well as the t-statistic value obtained was 3,823. The path coefficient of 0.347 shows that motivation has a partial influence on the variable job satisfaction (Y). Furthermore, the work discipline (X2) had a positive and significant effect job satisfaction (Y). this is show by a t-statistic value 2.197 which is greater than 1.96 and a p- value 0.028 which is smaller than 0.05. the path coefficient value of 0.342 illustrates that an increase in work discipline will be followed by an increase in employee job satisfaction.

In addition, the work environment (X3) also has a positive and significant effect on job satisfaction (Y). This is shown by a t-statistic value of 2.528 which exceeds the t-table value and a p-value of 0.012 which is smaller than 0.05. The path coefficient value of 0.280 shows that a conducive work environment can increase employee job satisfaction.

Thus, it can be concluded that the variables of motivation, work discipline, and work environment partially have a positive and significant effect on employee job satisfaction, so that all research hypotheses are declared accepted.

The Effect of Motivation on Job Satisfaction

Based on the results of the hypothesis test, it is known that the motivation variable (X1) has a positive and significant effect on job satisfaction (Y) of employees at the municipal office and port authority class I of Balikpapan city. The results showed that the path coefficient in the p values section showed a number of $0.000 < 0.05$ and a T-statistic of $3.823 > 1.96$.

This positive influence shows that increasing employee motivation will be followed by increasing employee job satisfaction. Motivation is an internal and external drive that encourages employees to work optimally in achieving organizational goals. Employees who are highly motivated tend to feel that their work is meaningful, receive rewards for their efforts, and have the drive to achieve work goals. This condition can cause feelings of pleasure, pride, and satisfaction with the work undertaken. In addition, both intrinsic and extrinsic motivations, such as recognition, opportunities, career development, and appropriate rewards, can create positive feelings for employees towards the organization. Therefore, the higher the level of motivation, the higher the level of job satisfaction felt by employees.

The results of this study are supported by (Sidabutar et al., 2022) who states that motivation has a positive and significant effect on employee job satisfaction. However, the results of the study are proportional to the results of research conducted by (Adam et al., 2021) which states that motivation has a negative effect on job satisfaction.

The Effect of Work Discipline on Job Satisfaction

Based on the results of the analysis, it was shown that the work discipline variable (X2) had a t-statistical value of $2.197 > 1.96$ and a p-value of $0.028 < 0.05$. Thus, work discipline has a positive and significant effect on employee job satisfaction at the municipal office and port authority class I of Balikpapan city. Work discipline reflects the level of employee compliance with the rules, procedures, and responsibilities that apply within the organization. When work discipline is applied consistently and fairly, employees will feel that the work environment becomes more orderly, clear and orderly. This condition provides a sense of security and justice for employees, because every employee understands their rights and obligations. This condition will cause feelings of comfort and satisfaction at work, thereby increasing employee job satisfaction.

This is in line with research conducted by (Sudarsono et al. 2024) which states that work discipline has a positive and significant effect on job satisfaction. Employees who have good work discipline will show a punctual attitude, obey the rules, and be able to carry out their duties in accordance with the stipulated provisions, thus creating an orderly and conducive work atmosphere. But the study (Pebriana et al.2024) states that work discipline has a negative effect and does not have a significant influence on job satisfaction.

The Influence of the Work Environment on Employee Job Satisfaction

Based on the results of the analysis, it was shown that the Work Environment variable (X3) had a t-statistic value of $2.528 > 1.96$ and a p-value of $0.012 < 0.05$. This shows that the Work Environment variable (X3) has a positive and significant effect on employee job satisfaction at the municipal office and port authority class I of Balikpapan city. The work environment is the overall condition around employees, both physical and non-physical work environments that can affect employee comfort. The physical work environment includes lighting, room temperature, spatial planning and workplace safety. Meanwhile, the non-physical environment includes relationships between employees, communication with superiors, cooperation between employees, and a conducive work atmosphere. A safe, comfortable and harmonious work environment allows employees to work optimally without excessive pressure. Good working relationships also create a sense of community and social support in the workplace. This condition makes employees feel valued and cared for by the

organization, so that it can increase employee job satisfaction.

The results of this study are in line with research (Sari et al., 2024) which states that the work environment has a positive and significant influence on employee job satisfaction. A good work environment is able to create a sense of security and comfort for employees in carrying out their duties. This condition makes employees feel cared for by their organization, thus fostering a feeling of satisfaction with the work they do. On the other hand, if the employee's work environment is not conducive, it can cause discomfort so as to reduce the employee's job satisfaction level. Meanwhile, the study (Pradana et al.2022) stated that the work environment does not have a significant effect on job satisfaction.

CONCLUSIONS

Based on the results of the data analysis and discussion that has been described, it can be concluded that motivation, work discipline, and work environment partially have a positive and significant effect on the job satisfaction of employees at the Balikpapan City Municipal and Port Authority Class I Office and Authority. Motivation (X1) showed a positive and significant influence with a t-statistic value of $3.823 > 1.96$ and a p-value of $0.000 < 0.05$, so that the first hypothesis was accepted. Work discipline (X2) also had a positive and significant effect with a t-statistic value of $2.197 > 1.96$ and a p-value of $0.028 < 0.05$, so that the second hypothesis was accepted. The work environment (X3) also had a positive and significant effect with a t-statistic value of $2.528 > 1.96$ and a p-value of $0.012 < 0.05$, so that the third hypothesis was accepted. Overall, these three variables contribute positively to increasing employee job satisfaction. Based on these results, the researcher suggested that the Balikpapan City Municipal and Port Authority Office and Class I Port Authority continue to pay attention to meeting the needs of employees through the provision of transparent and fair incentives, rewards for work achievements, and sustainable career development to maintain work motivation. In addition, management needs to strengthen a culture of discipline through clear regulations, the application of sanctions and rewards fairly, and consistent supervision to maintain and improve employee discipline. Regarding the work environment, agencies are advised to continue to improve the quality of the physical and non-physical environment, create a safe, comfortable, and conducive work atmosphere, and build harmonious working relationships and effective communication between leaders and employees to minimize work obstacles and increase solidarity, which is ultimately expected to increase employee job satisfaction and overall agency productivity.

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