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Article

## The Influence Of Motivation, Incentives, And Work Environment On Job Satisfaction Of Employees Of Vehicle License Processing Service Companies

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**Abstract:** This study investigates the relationship between work environment, motivation, and incentives with employee job satisfaction in a vehicle title company. The aim is to find out how these three factors, both individually and together, affect job satisfaction (simultaneously). This research is causal associative and uses quantitative methodology. A total of 196 employees of a vehicle title company were included in the sample, and they were all given the opportunity to take part. Data were collected using a validated and reliable questionnaire. The method used was multiple linear regression, and the tool used was SPSS 26. Motivation, incentives, and work environment have a significant positive effect on job satisfaction both individually and jointly, according to the significant values of the T test and F test.

**Keywords:** Motivation, Incentives, Work Environment, Job Satisfaction.

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### 1. Introduction

In the era of industry 4.0, both the production of products or services and their supporting components are moving fast. Supporting components are moving quickly. VUCA which in Indonesian is volatility, uncertainty, complexity, and ambiguity. Because of this, many businesses feel pressured to react to changes in the business environment. As a result, it requires source resources that are large for these changes, including financial resources to support company operations and human resources, which need to be trained to adapt to the new business environment. Human resources are the most important resource in the company (HR), responsible for directing day-to-day operations. Workers find it difficult

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to make adjustments that will decrease motivation and impact work unhappiness due to the high speed of change in the 4.0 era.

According to research [1] and [2], people leave their jobs because their expectations are not met, including those related to unfair pay, unmet workplace needs, uncomfortable working conditions, and lack of support for tasks. Another factor is a sense of discomfort that causes someone to leave their job [3].

If an employee leaves the organization, the business will look for a replacement, using the time and money of the business to select prospects and provide training. Knowledge of company information by a departing employee makes him or her highly vulnerable to the leakage of sensitive information of a business.

According to research [4] the level of job satisfaction of a worker affects the level of job satisfaction. Affect whether he will leave his position or not. According to the findings of this study, workers will consider increasing turnover if they are dissatisfied with their jobs. The experience people have when working in an atmosphere related to how much they can contribute and be valued in the company, according [5], is what leads to job satisfaction. Job satisfaction can be measured by using.

The approach was proposed [6], a psychologist and scientist who developed the 2-factor theory.

The 2-factor theory is a hypothesis that states that there are 2 identifiable elements in the workplace that impact worker satisfaction and dissatisfaction. The components of job satisfaction consist of development, responsibility, success, prospects for advancement, recognition and feeling needed by the company. Among the elements that lead to job dissatisfaction are working conditions, salary, business rules, relationships with co-workers, supervision, and relationships with superiors in the organization.

Elements of job satisfaction that can be referred to as intrinsic variables and are found in the motivation of each employee, if these factors are not met, it will lead to a loss of job satisfaction and will reduce employee performance.

Hygiene elements that can be referred to as extrinsic variables that make workers have a poor level of job satisfaction if this factor is not satisfied, if hygiene factors can be met by the organization, employees will not have dissatisfaction even though they cannot provide job satisfaction.

When individuals are driven, they act on their own accord (Weiner 1990). A worker with motivation to meet basic needs will have the behavior of carrying out assigned tasks without worrying about how his colleagues act, while employees who have motivation for self-esteem will consider how much contribution and things can be offered to the company's organization according to the field he is engaged in so that he can be considered an "important person" in a company [7].

Everything that surrounds employees in the workplace has the potential to make it difficult for employees to carry out their responsibilities [8]. A hostile work environment can make employees feel uncomfortable and negatively impact their performance, while a positive work environment can motivate employees to complete their tasks effectively.

From the above discussion, it is clear that different studies have reached different results on the factors that influence job satisfaction. Therefore, the authors aimed to investigate how organizational factors affect individuals' satisfaction with their jobs. Employees of a vehicle title company are the participants of this study. Because it has three divisions, namely four-wheeled vehicle registration services, four-wheeled vehicle delivery, and four-wheeled vehicle body repair. The company was chosen because the effects of the pandemic are slowing down so that car sales will increase and could increase their workload during the 2-year decline in car sales.

In addition, as mentioned in the Minister of Home Affairs' Regulation number 50 and 51 of 2022, the epidemic that was spreading in the motherland is slowly recovering, and the government suspended the implementation of PPKM restrictions. Prior to the removal of PPKM, Indonesia's GDP has been increasing nicely since July 2021, showing that the country's economy is still functioning despite limitations. The automotive sector alone saw a decline of 19.86% during 2020 due to the pandemic and has increased by 17.82% in 2021. Car sales have been on an upward trend since July 2020 as seen in the following table.

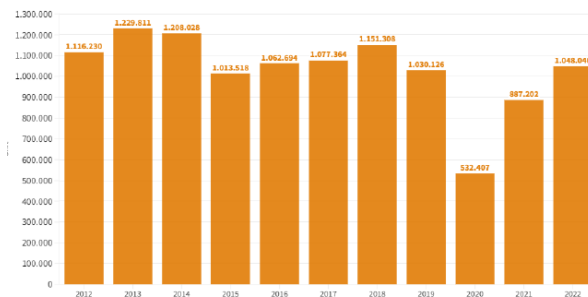


Figure 1. 1 Graph of Car Sales in Indonesia (Source: Gaikindo)  
The following is the sales table for 2022

	Pengurusan Surat	Body Repair	Pengiriman Kendaraan
Q1	12.273	685	1.119
Q2	12.245	675	1.130
Q3	12.353	694	1.147
Q4	11.430	676	1.136
Total	48.301	2.730	4.532

Table 1.2 Total sales of vehicle registration service companies 2022

Based on the graph above, it can be seen that throughout 2022 the vehicle letter processing division has processed 48,301 vehicle letters in all branches in Indonesia or 4.61% of total car sales in 2022. Meanwhile, the body repair division has total sales of 2,730 sales and the car shipping division has totaled 4,532 sales. The large number of cars handled by this company after the outbreak will certainly increase the tasks to be performed by its staff.

As for some symptoms of problems related to job satisfaction in the company that are collected based on interviews with company management and employees based on staffing are as follows:

There are complaints from employees about the number of tasks that must be completed until midnight. Employees began to feel that relationships with fellow employees were not going so well.

Management finds employees difficult to contact. The author sees in terms of motivation, incentives, and the work environment offered as elements that influence workers in overcoming workload. So, the researcher proposes to carry out a study entitled "The Effect of Motivation, Work Environment, and Incentives, on Employee Job Satisfaction of Vehicle Certificate Management Services Company".

## **2. Literature**

### **2.1 Definition of Human Resources**

Human resources, according [9], are all company personnel who possess the skills needed to perform specific tasks and jobs. This explanation leads to the conclusion that every employee of the company is a resource that has the skills needed to perform the responsibilities of the position.

[10] asserts that human resources have an important role in determining the performance and success of an organization because the individuals who make up an organization have the capacity and skills that can help the organization in achieving its goals. The most important resource for a company, according [11], is human resources because they have the ability to influence the efficiency and success of the company.

### **2.2 Motivation**

[12] asserts that motivation is the source that triggers individuals to interact with their environment and direct their behavior. Herzberg (1959) explains the 2-factor theory of job satisfaction. In this theory, it is known that job satisfaction is influenced by 2 factors, namely motivational factors and hygiene factors. Motivational factors are intrinsic factors that can increase job satisfaction and motivate employees to work better and achieve higher achievements. Motivational factors according to Herzberg include:

#### **1. Achievements**

Employees feel encouraged to achieve objectively measured achievement targets, such as achieving work goals, improving performance, and achieving quality standards.

#### **2. Development**

Employees feel encouraged to develop themselves and improve their work skills through training, education and career development opportunities.

#### **3. Responsibility**

Employees feel encouraged to take responsibility for their work and be in control of their actions, so they feel autonomy at work.

From the theory put forward by Herzberg, it can be concluded that motivation will arise from within the employee himself and can be driven by non-physical factors that allow employees to develop and feel that they are considered important in the company.

### 2.3 Definition of Incentives

Incentives according to KBBI are additional compensation above the monthly salary given for employees' hard work in business. Incentives given to boost employee morale for working hard to achieve business goals.

[13]: According to Vroom, incentives are aspects that change human expectations about what they will get in return for an action. In addition, according [14], incentives are gifts or recognition from the company to employees for their work performance. this incentive can be in the form of cash or non-financial.

According to the explanation above, it can be concluded that incentives are given by the company to employees for work that has been completed outside of the basic salary and have an amount that can change according to employee performance and has the aim of motivating employees to improve their performance.

### 2.4 Work Environment

The workplace is seen as a vital support system for businesses. The work environment affects the employees who carry out these tasks, although it has no direct effect on the company's production processes. Workers spend their working time in their workplace, sometimes known as their workplace.

Employees can feel safe and comfortable in a good working environment, which can help their ability to complete tasks well. This will have a huge impact on employees' sense of security and comfort. An employee will feel comfortable if their workplace is attractive; however, if the environment is unpleasant and does not support their tasks, it can adversely affect their performance.

The definition of the work environment given [15] is everything that is around employees and that can affect them in carrying out their assigned tasks, for example the need for air conditioning, lighting, sound, and others. Meanwhile, [16] argues that workplace tools and methods affect individuals and society.

Based on this description, it can be concluded that the work environment includes all elements in the workplace, including machines such as air conditioning, lighting, and noise that can affect individual or group performance.

### 2.5 Job Satisfaction

According [17], people's responses to their feelings about their job indicate their level of job satisfaction. According to Luthans, a person's level of job satisfaction can be either positive or negative. Luthans emphasized the importance of a person's internal and external factors to job satisfaction in his theoretical analysis in 1995.

While internal factors such as one's personality, attitudes, and feelings are internal, external factors such as working conditions, lifestyle, and social environment are external. Luthans emphasizes that factors outside the workplace, such as social ties, family, and lifestyle, can influence work happiness.

## 3. Methods

The information collected is in the form of numerical data that can be calculated and evaluated using statistical criteria as this research utilizes quantitative methodology. In other words, this final project research focuses extensively on the factors that lead to job

satisfaction and the relationship between two or more variables, making it a type of causal associative research.

## **4. Results**

Results and Discussion describes the research steps, including research design, research procedures, processing, research results and analysis of research results. The author can add the required subheadings in this section. It should provide a concise and precise description of the experimental results, their interpretation, as well as the experimental conclusions that can be drawn.

### **4.1. Descriptive Analysis of Motivation Responses**

#### **4.1.1. Incentives**

The Incentive variable has a TCR of 81.72% which can be categorized into good criteria according [18]. The majority of respondents chose to agree and strongly agree with the questionnaire statements with an average of 52.61% and 36.85%.

#### **4.1.2. Work Environment**

The Work Environment variable has a TCR of 81.92% which can be categorized into good criteria according [18]. The majority of respondents chose to agree and strongly agree with the questionnaire statements with an average of 53.23% and 37.30%

#### **4.1.3. Satisfaction**

The Job Satisfaction variable has a TCR of 81.69% which can be categorized into good criteria according [18]. The majority of respondents chose to agree and strongly agree with the questionnaire statements with an average of 54.31% and 36.45%

### **4.2. Hypothesis Testing**

#### **4.2.1. F test**

We can use the F test, a type of statistical analysis, to show that the hypothesis affects all independent variables simultaneously [17]. We use X1, X2, and X3 as independent variables in the F(Y) test. Some F test instructions, as a function of P-value:

1. If the P-value for the interaction between X1 and X2 is less than 0.05, then X1, X2, and X3 are equal, has a significant influence on (Y).
2. If the P-value for the hypothesis test is greater than 0.05, then there is no statistically significant relationship between X1 or X2 or X3 with the dependent variable. (Y).

#### **4.2.2. T test**

The T test is a statistical test with the aim of proving the hypothesis with a partial influence by each independent variable (X1, X2, X3) on the independent variable (Y) which is done by looking at the coefficient results in the regression calculation [18]. By using the T test results, we can then see which independent variable has the most influence on the dependent variable. The following are the provisions for the F test based on the P-value:

1. If the P-value for the interaction between X1 and X2 or X3 to Y is less than 0.05, then the interaction is significant.
2. If the P-value for the interaction between X1, X2, and X3 with Y is greater than 0.05, then the interaction is not statistically significant. (Y).
3. The highest P-value belongs to the independent variable (X1, X2, or X3) that has the most influence on the dependent variable.

## **5. Discussion**

Based on the results of hypothesis testing (H1), the significant value is 0.000 which is less than 0.05 based on the partial test results for the independent variable of work motivation. This justification supports the finding that, among the workers of the vehicle title company, work motivation, as an independent variable, affects the level of job satisfaction. Therefore, h1 is accepted and h0 is rejected.

The majority of employees of the vehicle registration service company claimed to feel motivated at work, based on the data obtained. This is in line with [19] statement that motivation can be assessed using the need for success, responsiveness, and power. Thus, work-life balance can influence how people are motivated. If their work fulfills their desire for achievement, connectedness, and power, employees will be more motivated.

Based on the results of hypothesis testing (H2), the partial test results for the independent variable incentive obtained a significant value of 0.000. This value is smaller than 0.05. This reason supports the result that work motivation, as an independent variable, has an effect on the level of job satisfaction of employees of the vehicle registration service company. Consequently, h1 is accepted and h0 is rejected.

From the summary above, it can be seen that employees of the vehicle title company agree that the rewards they receive are acceptable. The majority of employees of the company agree that tangible rewards such as commissions, bonuses, and profit sharing as well as intangible rewards such as access to facilities are acceptable. [20] review, which states that incentives are divided into two types, namely material incentives and non-material rewards, is relevant to this topic.

Based on the results of hypothesis testing (H3), the significant value is 0.000 which is less than 0.05 based on the partial test results for the independent variable "Work Environment". This justification supports the finding that, among the staff of the vehicle title company, work motivation, as an independent variable, affects the level of job satisfaction. Therefore, h1 is accepted and h0 is rejected.

According to Soetjipto's review [21], which explains that the work environment is divided into two categories, namely the physical work environment and the non-physical work environment, it can be concluded that the majority of employees of the vehicle letter processing service company agree with the comfortable work environment in the company. The physical work environment which includes lighting, air circulation, noise, color, humidity, and facilities, as well as the non-physical work environment which includes supportive relationships, opportunities for advancement, and job security, are all cited by workers as factors that contribute to productivity.

## **6. Conclusion and Recommendations**

After discussing and evaluating the influence of incentive motivation, work environment, and job satisfaction on workers of vehicle letter processing service companies, several conclusions can be drawn from the research description as follows:

1. Partial tests of variables show that motivation affects the size of employee job satisfaction in the vehicle letter processing service company.
2. the dependent variable, respondent or employee job satisfaction, is influenced by the variable. The independent, incentives, at a certain level, was found to be significant below the required confidence level, indicating that incentives have a limited influence on job significant value below the confidence level indicates that the job satisfaction variable is influenced by the work environment variable. This shows that the job satisfaction variable is influenced by the work environment variable.
3. The significant results of the f test show that the independent variables of incentive motivation and work environment interact to influence the dependent variable of job satisfaction. Therefore, it can be concluded that the three variables - incentive motivation, work environment, and motivation - have a joint or simultaneous effect on employee job satisfaction of the vehicle letter processing service company.

In managing human resources, the management of the vehicle registration service company needs to pay attention to several things based on the results of the questionnaire that has been distributed, including:

1. Management needs to pay more attention to the potential of employees, the results of the research questionnaire show that the percentage of employees who disagree with the statement "I am able to optimize my potential" has the highest disagreeing results. Based on these results, management can add jobs that can make employees optimize their potential.
2. Management needs to pay more attention to training on employee work, the results of the research questionnaire show that the percentage of employees who disagree with the statement "I am satisfied with the training provided related to work" has the highest disagreeing results. Based on these results, management can conduct training with material that is in accordance with the jobdesk so that employees do not feel confused in doing their work.
3. Management needs to pay more attention to employee relations with superiors, the results of the research questionnaire show that the percentage of employees who disagree with the statement "Good relations between employees and superiors will make employees feel comfortable at work" has the highest disagreeing results. Based on these results, management can conduct supervision training for superiors so that they can make employee relations with superiors work well.



4. Management needs to pay more attention to career development for employees, the results of the research questionnaire show that the percentage of employees who disagree with the statement "I feel there are opportunities to develop and improve my career in this organization" has the highest disagreeing results. Based on these results, management needs to pay attention to the career development of employees so that employees can be more motivated to work well.

For further research, researchers can deepen variables or theories regarding dissatisfaction factors contained in a company, besides that researchers can conduct interviews with the management of the vehicle letter processing service company so that this research is broader and more extensive.

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