

The Influence of Job Satisfaction on Work Motivation of Workers in Coal Mining Companies

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Article Information	Abstract
Article History: Received: July 2024 Accepted: September 2024 Published: September 2024	This research examines the impact of job satisfaction on employee motivation in coal mining companies. Satisfied employees tend to be more motivated, which in turn can improve company performance. Factors such as recognition for performance, career development, and intrinsic satisfaction with work play an important role in employee motivation. This research aims to provide insight into the relationship between work motivation, employee satisfaction, and operational performance in the mining industry. This research investigates factors that influence employee engagement at work, including career development, pay and benefits, social needs, and work motivation. By utilizing survey methods with questionnaires and interviews, quantitative data was collected from field workers in the mining sector. This research utilizes a quantitative approach and survey method by distributing questionnaires to 83 field workers at PT AI. This study employs validity tests, reliability tests, simple linear regression analysis, correlation coefficient, coefficient of determination, and t-tests. The results of this study indicate that there is a significant influence of job satisfaction on work motivation among mining workers at PT AI.
Keywords: Work Motivation, Mining Employee, Job Satisfaction, Employee Motivation	
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INTRODUCTION

Human resources are the most important asset in every company. Achieving targets and desired performance requires effective employee management to create high work motivation. This motivation is the main key in increasing job satisfaction and overall company performance. In this context, the role of managers or company leaders becomes very vital. The importance of the manager's role lies in his ability to align company goals with the needs of individual employees. This process is the main responsibility of managers in the organization. Failure in this alignment can disrupt the relationship between managers and employees, which in turn will affect employee work motivation. The mining sector has a series of highly structured and complex work stages. These stages include general investigation, exploration, feasibility studies, construction, mining, processing, development, transportation, sales and post-mining activities. The mining industry is one of the sources of income for a country and makes the mining sector a vital industry. In order to achieve good mining operational performance, mine management is required, including: optimal processes or activities of human resources, goods and services. Considering the vital role of the mining sector, human resource management including job satisfaction,

work motivation, meeting workers' social needs and maintaining a good work culture is very necessary.

Data from the Australian Bureau of Statistics states that there is a trend of increasing job movements in the mining sector by 11.6% during 2023 in Australia. The number of employees who transferred jobs is known to be 39,400 employees in the mining sector during the 12-month period. Many factors influence employee turnover, one of which is work motivation. Previous research states that material stimulus, immaterial stimulus, and the special characteristics of a manager are important in defining employee motivation approaches. In the same research, it is stated that the main factor or variable that motivates employees is income or compensation with a significant influence (Bozovic & Bozovic, 2019). Other research related to employee loyalty conducted at PT Bukit Asam resulted in the conclusion that the variables of personal competence and cultural competence simultaneously contributed or influenced employee loyalty by 45.1% and the remaining 54.9% were other variables (Sukma et al, 2019). According to Jasmi, A. (2012) stated that research conducted in the oil and gas sector found that there was a significant influence between work motivation on personal performance, overall organizational performance and business productivity.

Internal data from the human resources department at one of the mining companies, namely PT AI, shows that there is a fluctuating trend in the number of employees resigning/resigning in the 2018 - 2023 period of 7% - 15% with the highest percentage being 15% in 2019. It is known that the highest reasons for resignation behavior This is due to career development, family, continuing education and other reasons that have not been defined. Employee Engagement Survey data in 2023 at PT AI states that as many as 6% of mining employees intend to resign within the next 6 months, 20% within the next 1 – 2 years and 74% of employees intend to resign within 3 years. coming. Apart from that, it is known that there is an increasing trend in employee intentions to resign compared to 2021 and 2022. The highest reasons for employees who intend to resign in 2023 include: reasons for career opportunities and self-development, family, other reasons, compensation, benefits and company stability.

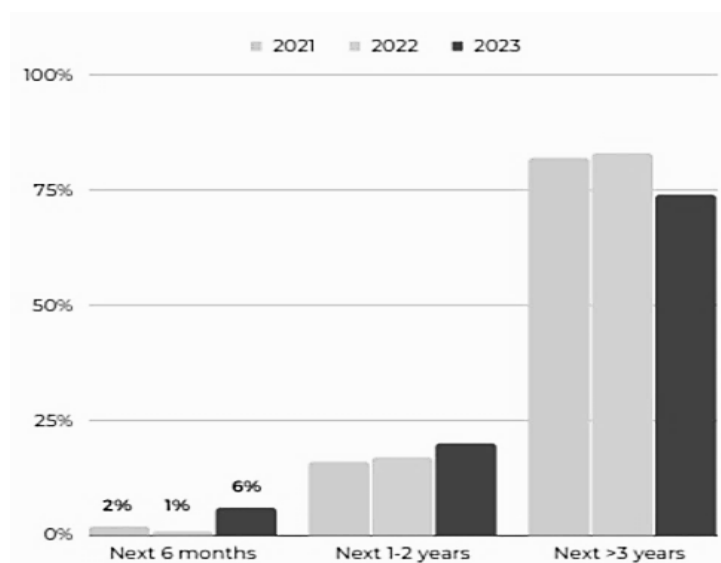


Figure 1. Intention to Resign Percentage of Mining Workers for the Period 2021 – 2023

The gap in the employee engagement survey results among mining workers shows an increase in mining workers' intentions to resign or resign. This research aims to provide in-depth insight into the relationship between work motivation, employee satisfaction, and operational performance in the mining industry. This journal is expected to be a guide for mining industry managers and leaders in designing effective human resource management strategies, retaining talented employees, and optimizing operational performance in this crucial sector. According to Sunyoto (2018), motivation talks about how to encourage someone's work enthusiasm, so that they want to work by providing their abilities and expertise optimally to achieve organizational goals. Motivation becomes important because with motivation it is hoped that every employee will work hard and be enthusiastic to achieve high work productivity. A person's behavior is influenced and stimulated by desires, fulfillment of needs as well as goals and satisfaction. Stimulation arises from within and from outside. This stimulation will create encouragement for someone to carry out activities. Motivation in everyday life is considered important because of its relationship to the basic goals of human desires and/or needs. Comprehensively understanding motivation and individual goals is important in overcoming problems in order to achieve better welfare. In understanding the differences in managerial approaches and their impact on employee motivation and performance, 2 approach factors are needed, namely approaches X and Y. Both approaches are contradictory (McGregor, 1960). Factors in the work environment that can influence satisfaction and/or dissatisfaction at work based on Herzberg's theory are divided into 2, namely: motivational factors and hygienic factors.

Motivational factors/motivators include intrinsic individual needs such as achievement, recognition and opportunities for development/career advancement. Meanwhile, hygienic factors include extrinsic needs of individuals such as salary and compensation/salary and benefits, workplace policies/bureaucracy, work conditions and interpersonal relationships with co-workers/relationships (Herzberg, F., 1964). Needs are the main trigger for individual motivation in carrying out various activities to fulfill their goals. The types of motivation that individuals use to fulfill their needs are deficiency growth, which motivates individuals to fulfill their deficiencies, and growth motivation which naturally exists within individuals to increase enthusiasm in achieving their goals and desires. There are 5 levels in needs theory, namely basic physiological/physiological needs; the need for a sense of security/safety; social needs/love and belonging; the need to gain appreciation/self-esteem; and the need for self-actualization (Maslow, 1943).

Robbins et al., (2015) define job satisfaction as a positive feeling about work resulting from evaluating its characteristics. Someone with high job satisfaction has positive feelings about the job, while someone with low job satisfaction has negative feelings. Colquitt (2022) wrote that job satisfaction is a pleasant emotional state that results from evaluating a person's job or work experience. In other words, job satisfaction represents how employees feel about their work and what they think about their work. Employees with high job satisfaction experience positive feelings when thinking about tasks or taking part in task activities. In contrast, employees with low job satisfaction experience negative feelings when thinking about tasks or when taking part in their task activities. It is important to know the level of job satisfaction because there are many factors that influence it. The results of research on job satisfaction are said to be able to influence workers and organizations. Job

satisfaction is considered as a worker's overall feelings about a job and/or the worker's attitude towards that job (Spector, 1997). Several dimensions of work motivation such as promotion opportunities, the work itself, work procedures and relationships between colleagues have a close relationship to job satisfaction. Danish & Usman, (2010) Intrinsic factors such as achievement/work interest/responsibility are the strongest predictors of job satisfaction. Intrinsic factors have an important and crucial role in increasing job satisfaction compared to extrinsic factors (Yasin et al., 2020). Research conducted on internet service provider (ISP) employees shows that the complexity of activities and professional competence have a direct and indirect positive effect on job performance and satisfaction. Interventions on job satisfaction can act as a regulator between exogenous and endogenous variables (Indrayani & Nurhatisyah, 2023).

Recognition of employees is a symbolic form that involves emotional value, practical value and compensation benefits obtained from the Company. Employees not only want compensation, but they also want to be respected by their superiors. According to Flynn in research conducted by Akafo & Boateng (2015) stated that reward and recognition programs have a vital role in maintaining morale and improving employee performance, as well as forming a connection between performance and motivation. Recognition is considered a primary need, beyond financial benefits, as the main driver of employee motivation. Motivation and work productivity can be increased with effective recognition of employees which leads to improved company performance (Akafo & Boateng, 2015). Previous research conducted by Danish & Usman, (2010) resulted in the conclusion that employees who lack recognition have lower motivation when facing difficult work content and complicated operational procedures. According to Faraz in ten Hoeve et al. (2024) support and collaboration from colleagues or colleagues are important in increasing employee confidence in carrying out their roles.

Self-development is a process that involves self-introspection, setting goals, and continuous learning to improve one's skills, knowledge, and abilities. This is an important aspect of individual growth and can contribute to improved performance and overall organizational success. Career development is an important factor that can influence employee engagement, perception also has opportunities for employee advancement and personal growth, both of these things are crucial as factors that influence employee engagement in the workplace. A Deloitte survey suggests that there is a lack of addressing this aspect, with 59% of respondents assessing their organizations as ineffective in empowering individuals to manage their own career paths (Koh, et al., 2022). According to research conducted by (Garnett, 2008) on workers in remote areas in India, the results showed that there was a positive influence on job satisfaction due to the existence of training and other development programs carried out by the company for employees. On the other hand, career development opportunities are an obsession for workers in remote areas in the energy sector. Employees seek career development to obtain or promote to higher positions and this is difficult to achieve in remote areas (Dec et al., 1999). Worker satisfaction and performance are influenced by the availability of high positions and career development opportunities, especially for workers who have ambitions to reach executive level, according to a survey conducted in the United States for workers in remote areas in the energy sector (Humphreys, et al., 2009). However, research findings conducted by Yasin et al., (2020) state the opposite, namely that career

advancement cannot be linked to job satisfaction. The reason for these findings is related to the Canadian health system which requires accreditation for medical personnel.

Salary is a crucial element in determining job satisfaction for workers. Many studies have explored the link between pay and job satisfaction, highlighting how important it is to provide fair and adequate rewards. Fair compensation, which is defined as a comparison between the benefits received and the costs incurred for employees, is very important in ensuring job satisfaction. In research on salary motivator as an extrinsic need from the perspective of blue-collar underground mining workers, it is explained that salary is seen by workers (both permanent workers and managers) as the most important motivator in job satisfaction (Michalak & Zachorek, 2023). This view is in line with J.S.'s theory of justice. Adams, who emphasized the importance of fair rewards for job satisfaction. Workers will evaluate and react to the compensation they receive in a social context where perceptions of fairness/fairness are central. A study conducted by (Bozovic & Bozovic, 2019) provides the point of view that the main motivation of employees is income or compensation, where when income exceeds basic living needs, it will increase the level of employee job satisfaction which has an impact on employee performance and work motivation. A different thing was stated in research conducted by Yasin et al., (2020) which stated that benefits and job security are not related to job satisfaction. This conclusion is most likely due to the role of trade unions in fighting for benefits and protecting the rights of nurses in Ontario.

Various scientific disciplines and schools of thought provide different understandings of human needs, and often the word "needs" is confused with "goals" or "desires". Maslow's hierarchy of needs organizes human needs into three categories, starting from basic needs such as physiological and safety, then psychological needs including belonging, love and self-esteem. This approach provides a systematic structure in understanding the hierarchy of human needs. In Maslow's hierarchy of needs, the third level is known as "social needs" or "love and belonging.". The need for love and belonging covers various aspects, including the need to have a partner, partner and/or family, thereby providing togetherness and attachment (Montag, et al., 2019). This stage reflects the importance of social interactions, bonds of affection, and feeling accepted and valued by others. Examples of activities and experiences that contribute to meeting these needs include forming close relationships, participating in social gatherings, and engaging in a collaborative and supportive work environment. Failing to meet love and belonging needs can result in feelings of loneliness, isolation, and emotional distress. As individuals progress through Maslow's hierarchy, satisfaction of social needs becomes the foundation for pursuing higher level needs such as self-esteem and self-actualization. Specifically, fulfilling the need for self-actualization can only be achieved through extraordinary efforts and after experiencing growth into a mature individual. Maslow was well aware that achieving self-actualization meant achieving what the philosopher Kierkegaard described as "becoming one's true self." In other words, self-actualization also includes realizing one's potential optimally (Montag, et al., 2019).

Human resource management in the mining sector has an important role in increasing employee work motivation and is a challenge for mining company human resources in maintaining employee work motivation. Experts define motivation as

an internal desire or individual desire that influences individuals in order to fulfill their life goals and needs. Research conducted by Ryan & Deci (2020) shows that autonomous motivation is motivation that comes from personal decisions: involving oneself in an action because it is considered to be in accordance with intrinsic goals or results. On the other hand, controlled motivation reflects behavior that is carried out for reasons that come from outside, such as to obtain rewards or approval from others. Vansteenkiste et al., (2010) said that more than 100 studies on the existence of extrinsic influences on intrinsic motivation and based on meta-analyses related to the same topic also showed a mixed effect of both.

Based on the explanation of the job satisfaction dimensions consisting of recognition, career advancement, salary and benefits, and social need for work motivation, the following hypothesis was obtained:

Ha. There is a significant influence between job satisfaction on Work Motivation in PT Mining Workers. A.I.

Ho. There is no significant influence between Job Satisfaction and Work Motivation simultaneously among PT Mining Workers. A.I.

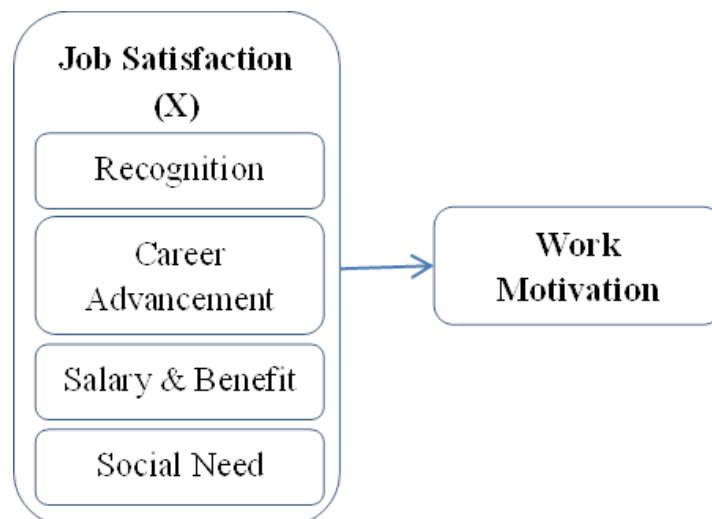


Figure 2. Conceptual Framework

RESEARCH METHOD

Sample and Data Collection

The population in this study consisted of field workers in PT AI's Basatu mine operational area who worked on a roster or fly-in fly-out basis, using a purposive sampling technique with a sample of 83 respondents. This technique was used due to limitations experienced, including: time off work, being busy and the respondent's desire to be involved in research. The data collection method used in this research is a survey using questionnaires and interviews developed from previous surveys conducted on each sample. The survey method with questionnaires allows quantitative presentation of data and facilitates statistical testing to determine the influence between the variables studied. The face-to-face survey technique was chosen to suit the characteristics of field workers who are not used to using email or online mechanisms. The survey instrument was adopted from previous research and adapted to meet the specific context of this study.

Research Instrument

The research design that the researcher uses is quantitative research where the researcher will test the influence between the test variables in order to obtain measurable research results. Quantitative research is a way to test objective theory through analyzing the relationship between variables with variable data which is generally in the form of numerical data which will then be analyzed using statistical methods (Creswell, 2009). The researcher chose a quantitative approach so that the research results obtained could test the hypothesis set by the researcher. Quantitative research methods are research approaches that are rooted in the philosophy of positivism. This approach is used to investigate certain populations or samples, where data is collected using research instruments.

The data analysis carried out is quantitative or statistical in nature, with the main aim of testing hypotheses that have been previously formulated. This approach relies on numbers and measures to generate an understanding of the relationships between observed variables. An independent variable is a variable that influences changes in the dependent variable, both positive and negative. The independent variables used are Job Satisfaction (X1), Work Motivation (X2), while the dependent variable is the variable that is the result of the existence of the independent variable. The dependent variable used is (Y2) (Sugiyono, 2019). In the process of obtaining data, researchers used a survey method. Survey research is a form of research conducted on various population sizes with the aim of identifying relative events, distributions and relationships between variables in the social and psychological realm. Survey research involves a number of individuals or units of analysis to produce facts or factual information regarding symptoms in groups or individual behavior. This survey research has a quantitative approach and often uses questionnaires as a data collection tool (Sugiono, 2019). Based on the explanation above, it was concluded that a suitable research design is quantitative research using a survey method to obtain data where the instrument used uses a Likert scale.

Data Analysis

To produce accurate data, the data analysis technique used is using a validity test which aims to measure whether or not the statements in the questionnaire that have been made are valid or valid, a reliability test is used to measure the accuracy of the indicators of the variables studied, a simple linear regression test is used to measure the magnitude of the influence of the independent variable on the dependent variable and predicting the dependent variable using the independent variable, the correlation coefficient is used to determine the direction and strength of the relationship between two or more variables, the coefficient of determination is used to measure the extent of the model's ability to explain variations in the dependent variable and the t test is to measure how far the influence of an explanatory or independent variable individually is in explaining variations in the dependent variable (Ghozali, 2021) by processing data using the SPSS program.

RESULTS AND DISCUSSION

Statistical analysis shows that the job satisfaction variable has a significant influence on work motivation in mining workers at PT AI. First, all statement items on both variables are declared valid because the $r_{count} > r_{table}$ value, indicating that the research instrument has measured the construct in question well. Apart from

that, the Cronbach's Alpha value which reached 0.625 for job satisfaction and 0.852 for work motivation confirmed that the data was reliable, strengthening the reliability of the research results.

Simple regression analysis shows that job satisfaction has a significant influence on work motivation. The constant value (a) is 3.157 and the regression coefficient (b) is 0.401, indicating that every one unit increase in job satisfaction is followed by an increase of 0.401 units in work motivation. The resulting regression equation is $Y = 3.157 + 0.401X$.

Table 1. Correlation and Determination Coefficient Test

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,441 ^a	,194	,184	4,501

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Work Motivation

Source: Data processed by author (2024)

Based on table 1 above, it can be seen that the Correlation Coefficient (R) value is 0.441, which explains that the relationship between job satisfaction as variable x and work motivation as variable y is at a medium point. To be able to provide an interpretation of the strength of the relationship between each variable, guidelines can be used as in the following table:

Table 2. Interpretation of Correlation Coefficients

Coefficient Interval	Relationship Level
0,00 - 0,199	Very Low
0,200 - 0,399	Low
0,400 - 0,599	Medium
0,600 - 0,799	Strong
0,800 - 1,000	Very Strong

Source: Sugiyono (2019)

Meanwhile, the coefficient of determination (R Square) value in table 1 above is 0.194, explaining that 19.4% of the job satisfaction variable influences the work motivation variable, while the remaining 80.6% is caused by the influence of other variables not examined in this research, such as the work environment, leadership style and so on.

Table 3. T-test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,157	2,074		1,522	,132
	Job Satisfaction	,401	,091	,441	4,420	,000

a. Dependent Variable: Work Motivation

Source: Data processed by author (2024)

The statistical results of the t test for the Job Satisfaction variable obtained a calculated t-value of 4.420 with a t-table value of 1.663 ($4.420 > 1.663$) and a significance value of 0.000 which is smaller than 0.05 ($0.000 < 0.05$) so that the hypothesis (H_a) which stated "There is a Significant Influence of Job Satisfaction on Work Motivation of Workers in Coal Mining Companies" was declared accepted. This research is in line with research conducted by Deddyaw Fonataba (2021) which states that Job Satisfaction has a significant influence on workers' work motivation. From existing results, we can conclude that job satisfaction influences work motivation, which is when employees receive behavioral direction, level of effort, and level of persistence from the company.

CONCLUSION

Based on the results of the statistical analysis carried out, it can be concluded that the job satisfaction variable has a significant influence on work motivation in mining workers at PT AI. The validity and reliability of the data are met, indicated by all statement items on both variables being declared valid and reliable data with adequate Cronbach's Alpha values. Simple regression analysis shows that job satisfaction makes a significant contribution to work motivation, with a positive and significant regression coefficient. The resulting regression equation shows that every increase in job satisfaction is followed by an increase in work motivation. The coefficient of determination (R Square) of 0.194 indicates that around 19.4% of the variation in work motivation can be explained by job satisfaction. The t test results show that the job satisfaction variable also has a significant effect on work motivation. Thus, it can be concluded that job satisfaction has an important role in increasing work motivation in mining workers at PT AI. This emphasizes the importance of management paying attention to job satisfaction as an effort to increase employee work motivation.

Practical Implications

The results of this research can be used as input to increase employee work motivation at PT AI. Based on research results, the job satisfaction variable has a significant influence on work motivation.

Theoretical Implications

Proper job satisfaction can influence the work motivation of PT AI employees. Work motivation in employees has an influence on better ways of working to advance the company. This can be seen based on research results which show that when job satisfaction increases, work motivation increases in PT AI employees.

Suggestions for future research

A more in-depth analysis needs to be carried out to reveal other factors that occur in the work environment that can influence employee job satisfaction, especially mining employees. Further research can be carried out with different objects with the same variables but using different analytical tools or adding other variables that can expand the analysis of the research results.

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