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### RESEARCH ARTICLE

#### FOREMAN'S JOB SATISFACTION WITH THE COMPANY LOADING AND UNLOADING CONTAINERS IN DKI JAKARTA

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#### Abstract

The market share of sea transportation of goods in the world is eighty percent using containers. Indonesia is also one of the countries that use containers as a means of exporting, and importing goods. The high flow of containers must be supported by competitive human resources, and one of them is Foreman. The results of observations, and preliminary studies show that foremen feel dissatisfied at work. This encourages the need for an in-depth study on job satisfaction. This study aims to develop a model of job satisfaction for foremen in container loading and unloading companies through analysis of the influence of work stress, occupational health and safety (OHS), work competence on work motivation, and the impact of foreman job satisfaction on container loading and unloading companies in DKI Jakarta. This study uses a quantitative method with a descriptive approach. The total population is 82 foremen. The data was processed using the Partial Least Square-Structural Equation Model (PLS-SEM). The results of the research based on descriptive statistics show that Foreman's assessment of job satisfaction is good, and can still be improved. Based on causality, job stress has a positive, and insignificant effect on job satisfaction. Occupational health, and safety (OHS) have a negative, and insignificant effect on job satisfaction. Work competence has a positive and significant effect on job satisfaction. Work motivation has a positive and significant effect on job satisfaction.

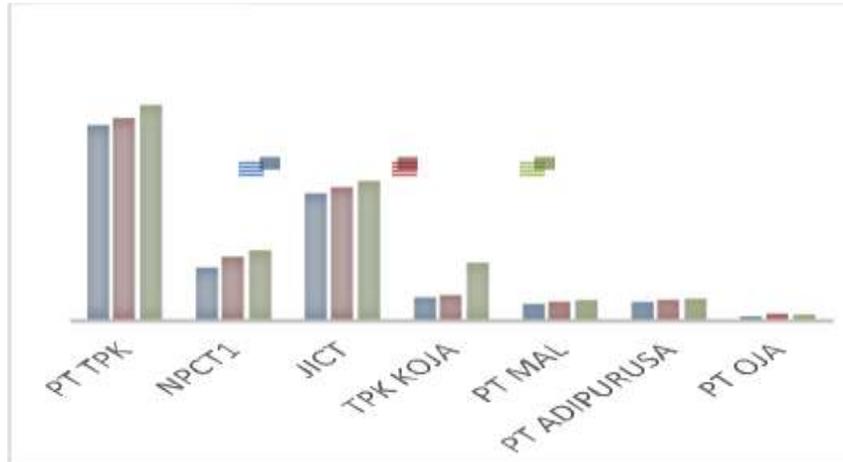
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#### Introduction:-

A seaport is a node point connecting sea transportation and land transportation where cargo is loaded on ships from terminals, and unloaded from ship to dock (Tsai, 2014). The port terminal is part of the Port and supports the loading and unloading activities of goods, people and services. One of them is a container terminal that is devoted to loading, and unloading containers. The market share of goods transporting goods by sea in the world is 80% using containers (Mustafa *et al.*, 2019).

Jakarta has Tanjung Priok Port with 7 (seven) container terminals namely, (1) Container Terminal (TPK), (2) *New Port Container Terminal 1* (NPCT1), (3) *Jakarta International Container Terminal* (JICT), (4) *Koja Container Terminal*, (5) *PT Mustika Alam Lestari* (MAL), (6) *PT Adipurusa* and (7) *PT Olah Jasa Andal* (OJA). Strategic, best and rapidly growing companies to date are TPK, NPCT1 and JICT loading and unloading service companies. Noted, Tanjung Priok Port experienced an increase in container loading and unloading by 12.7% to 7.8 million TEUs in

2018 (Bisnis, 2019). This is triggered by the high productivity of container loading and unloading companies in the DKI Jakarta area. Tanjung Priok Port was ranked 22nd busiest port version of *Lloyd's List* (Bisnis, 2019) which previously 3 years in a row was in the 27th position, 26th last year to 22nd. Based on Data from the World Bank ([www.data.worldbank.org](http://www.data.worldbank.org)) also mentioned that the flow of port containers in Indonesia experienced a significant increase of 10.61% in 2018. The throughput of each terminal can be seen in figure 1.



**Figure 1:-** Tanjung Priok Port Throughput Graph.

The rapid growth in container loading and unloading services causes companies to need to improve their performance so that they become more competitive. In addition, the industrial revolution 4.0 transformed enterprise management to perform high performance efficiently and effectively by implementing smart ports that apply smart technology to better manage operations in the face of new challenges.

The high productivity of containers in Indonesian ports makes competition in the loading and unloading business even tighter. The company is required to maintain its existence in the port business competition (Mustafa *et al.*, 2019). High productivity will affect the welfare of its workers, but in fact, according to field data many field workers or foremen who missed or did not enter work without information in 2019 amounted to 116 people and 173 people late from 7 (seven) companies out of 82 people, it is according to (Wibowo 2018) that passive actions such as sustainability, delay to reduce is a form of dissatisfaction. Another form of dissatisfaction is to leave the company to seek new positions such as a salary system that does not match expectations, inadequate job safety, and even the absence of improved skills. This was done by the workers of Foreman PT OJA, PT Adipurusa, PT MAL, and TPK Koja in 2019 amounting to 20 people, on average all reasoned salary system is not appropriate and the absence of career and competency improvement. The phenomenon explains the statement (Wibowo, 2018) that production companies are not necessarily happy workers and there is a tendency for workers to experience dissatisfaction and this becomes the cornerstone of the research gap. Dissatisfaction is characterized by various actions through trade unions, one of which is the JICT employee demonstration in April 2018 to improve employee welfare and work safety (DetikNews, 2018), even in December 2018 there were several work accidents again (Indonesia Shipping Gazette, 2018).

The increase in high throughput in container loading and unloading flows (impacting the company's human resources is, the foreman workload is getting bigger (Vaggelas & Leotta, 2019). High workloads cause fatigue and stress in workers (Jiang *et al.*, 2017).

Work fatigue in employees which in this case is port foreman is influenced by age and working life and has nothing to do with nutritional status and shift work (Medianto, 2017). The highest fatigue level for workers is on the deck of the ship (Pauksztat, 2017a). The more time at sea, the higher the level of fatigue. Foreman as the head of the squad must monitor his group both in whiskey and on the deck of the ship.

Another pressure from foreman workers is optimizing time in pressing dwelling time. One part of dwelling time that is the responsibility of the foreman is the loading and unloading process, namely, pre-custom clearance. The pre-custom clearance process takes up 58% of total dwelling time (Sandra D & Lumanauw, 2015). The amount of time

lost during the container loading and unloading process donated by imported container unloading activities against the length of time the container is the dwelling time process and the Truck Losing Out process reaches 11.9 hours (post custom clearance) when compared to the normal time standard, while in the loading activity coupled with Stack In (pre custom clearance) reaches 12.5 hours (Basuki, Susanto, and Herianto, 2015). Smooth loading and unloading are said to have not been effective and efficient because the number of loading and unloading is not by the schedule (Zatayu & Priyono, 2018).

In addition to dwelling time problems, stress levels are also seen during disputes in claims for compensation from the owner of goods to the carrier related to damage to goods during the loading and unloading process (Suraini, 2017). Job demands have a direct or indirect influence on fatigue and work climate (Pauksztat, 2017b), as a result of these demands foreman must be careful and careful in the loading and unloading process and must solve problems in case of damage.

High levels of fatigue plus problems in the field, cause stress for the foreman and have an impact on decreased job satisfaction and result in decreased work motivation (Jiang et al., 2017). Stress, job motivation, job satisfaction affect the corporate and organizational climate of companies (Tsai, 2014).

Job satisfaction for workers is very important for the goal of success and success of a company (Kesiktas, 2018), (Asghari *et al.*, 2014), (Mansoor *et al.*, 2011), (Singh & Tiwari, 2011) even the continuity of the organization (Prasetio et al., 2019), in this case the company unloads containers. Foreman is the spearhead of the company, failure in the loading and unloading process resulted in high loading and unloading costs, high transportation costs, and high logistics costs. Job satisfaction is very important because most people spend most of their lives at work (Asghari et al., 2014), (Singh & Tiwari, 2011), (Abuhashesh, Al-Dmour, & Ed Masa'deh, 2019). (Umagapi *et al.*, 2016) stated that the satisfaction of loading and unloading service users is influenced by the quality of document service and the speed of loading and unloading from the work of workers of the unloading company. Therefore, a company needs to know and review the satisfaction of its workers in achieving the company's goals and being able to face competition.

All loading and unloading service companies make changes to become a modern port or digital transformation (Heilig *et al.*, 2017) marked by: 1) global footprint; 2) world-class terminal operator; 3) implementation of green port & smart port to become a more efficient and effective port service provider company (Heilig *et al.*, 2019). Based on this, high competence is needed from its workers. The higher the competence of workers the higher the performance of workers (Suharno & Despinur, 2017), in other words, a person who feels satisfaction in work will certainly try as much as possible with all the skills that must be possessed to complete their work tasks. This also applies to foreman, knowledge of the latest port technology (Quay Container Crane, Jib Crane, Harbour Mobile Crane, Reachstacker), type and size of container ships, supporting equipment such as handhelds integrated with port data network systems for coordination and reporting.

The results of the study (Barasa *et al.*, 2018) stated that work competence, work motivation, organizational culture, and job satisfaction together have a positive and significant effect on the performance of Port employees. The ability to carry out or perform a job or task that is based on skills and knowledge and supported by the work attitude required by the job (Hr & Wibowo, 2018) is very specific needed in port companies (Vaggelas & Leotta, 2019). This reality requires innovative training related to data patterns to improve competence in loading and unloading service companies at ports (Heilig *et al.*, 2019).

At the time of the operation of loading and unloading activities, workers both supervisors, foreman and equipment operators face problems in Occupational Health and Safety (OHS). Field workers from transport port companies face a range of chemical, physical, and psychological hazards that are just as widespread in production technology, production environment, and work travel (Wang et al., 2017). This was reinforced by Praseya and Yudi (2016) who stated that high operational loading and unloading activities cause risks to the health and safety of the workforce.

Rachman & Djunaidi, (2018) stated in the process of stevedoring and cargodoring, the greatest danger when workers open and close container shoes lock and when spider crane straps break up. It can be concluded that workers (whiskey and solo) led by foreman loading and unloading companies have concerns about workplace safety at the port. Work safety can be improved along with increased work competence. Both can be done through training. (Nelson, 2012) states that job training in port workers contributes 37.1% to their performance.

Other factors of declining worker performance at the port are motivation, job satisfaction, stress levels, physical condition, employment, compensation system, and work environment (Prasetyo *et al.*, 2014). Port workers generally want to be well-paid (Mitroussi & Notteboom, 2015). Therefore, companies need to pay attention to the compensation of their workers in improving job satisfaction and having an impact on improving performance (Safitri *et al.*, 2014).

The recruitment, selection, and career process for port workers is felt to be very important, it is influenced by the specialization of the job. Currently, foreman workers who are fluent in the field and have the effective competence of the demographic needs of cargo to support the supply chain (Thai *et al.*, 2016) which in this case is a container. Foreman competence is needed not only for food problems but for career development required leadership skills, problem-solving ability, having a wide network. The positions above foreman for career development sequences are supervisor, assistant manager, and operations manager so that a network of communication with shipping companies, freight forwarding, and between port operators is needed.

Based on the variables used in this study, the formulation of the research problem is Foreman Job Satisfaction Model at loading and unloading companies in DKI Jakarta Province.

## **Literature Review:-**

### **Container Ports and Terminals**

A port is a meeting between a sea mode of transport and a land mode of transport in which cargo is loaded onto a ship from the dock and vice versa (Tsai, 2014). The port terminal is part of the Port and supports the loading and unloading activities of goods, people, and services. One of them is a container terminal that is devoted to loading and unloading containers. The market share of goods transporting goods by sea in the world is 80% using containers (Mustafa *et al.*, 2019). This encourages seaports and container terminals to invest in automation and digitization to increase productivity and operational efficiency of loading and unloading activities (Heilig *et al.*, 2019).

Increased ship volume and size, space restrictions, and intense competition put pressure on container terminals to manage their resources efficiently. In addition, terminals must comply with environmental, congestion, and labor restrictions. This need for efficiency announces the use of information technology and optimization and automation methods (Heilig *et al.*, 2017). It has also increased academic research on container terminal operations since the mid-nineties (Zehendner & Zehendner, 2014).

### **Container Loading and Unloading Activities**

The process of loading and unloading activities is the process of moving containers from ship to dock and from dock to ship commonly called stevedoring. Perpindahan container requires special equipment such as Quay Container Crane, Harbour Mobile Crane, Jib Crane, and Rubber Tyre Gantry Crane. The transfer of containers from the dock to the stacking wishful lap and instead is called cargodoring. Furthermore, the transfer from the passenger field to the owner's factory/warehouse is called delivering, and conversely the process of moving containers from the factory/warehouse owner to the port is called receiving.

### **Container Loading and Unloading Productivity**

Increased productivity of loading and unloading can be done by improving the technology of loading and unloading tools both software, hardware, and brain ware or methods. The tendency of loading and unloading companies that have small investments using brain ware and software. Technological changes towards port automation are made for port workers by increasing hard and soft skills (Vaggelas & Leotta, 2019).

### **Job Satisfaction**

In the management of SDM and company performance, job satisfaction is a predictor of employee performance to manage the company so that employee performance becomes high and the company becomes more effective (Borneo *et al.*, 2018) and efficient (Kesiktas, 2018). Job satisfaction is an individual's emotional state that is influenced by many factors influenced by an individual's work experience, quality of work-life, and other characteristics related to how to manage work (Gorenak *et al.*, 2019). Another element in job satisfaction foreman is how to make a job that is a high risk to safety understandable and executed according to procedure and comfortable with low-stress levels. According to (Asghari *et al.*, 2014) High job satisfaction is influenced by high motivation, low levels of work stress, comfort in work, and adequate skills competencies have a positive impact on employees and companies.

### Motivation for work

One of the driving factors of job satisfaction is work motivation. A person who has high work motivation will have a positive impact on job satisfaction. Motivation is the psychological process that causes impulses, thus providing direction and stability of one's behavior (Kamdron, 2015). Motivation is a basic concept of organizational behavior, motivation can provide insight into the underlying reasons for an individual's personal behavior. Work motivation is a psychological process that directs, energizes, and sustains action (Kamdron, 2015).

### Work Stress

The term stress means the force-placed by an object that causes damage, bending, or rupture (Mansoor et al., 2011). In the case of humans, stress is often used to describe the body's response to the demands placed on it, whether it is beneficial or unfavorable. Gazioglu et al., (2005), giving an understanding of stress as an individual's general reaction to environmental stimulants including the process of adaptation to internal and external factors that cause physical, psychological and behavioral changes in organizational management (Ofiaz & Guney, 2018).

### Occupational Health and Safety

Occupational health is related to physical health and mental health (Sedarmayanti, 2011). Employees can experience health problems due to illness, stress, or due to accidents. Low or poor employee health has a high level of absenteeism and low productivity. Occupational health is a person with health conditions to obtain the highest level of health, both physical, spiritual, and social with efforts to prevent and treat various diseases or health problems due to work and the work environment, and general diseases (Widodo, 2015).

### Work Competence

Work competence is basically a person's ability to perform various tasks on the job. Every employee is required to have the ability to work in support of the implementation of the work (Barasa et al., 2018). Wibowo (2014) that Competence is a characteristic inherent to a person with the criteria required for superior or effective performance in work and situations In summary, Work competence is the capacity of individuals to perform various tasks in a job while physical ability is the ability needed to perform tasks that require stamina, dexterity, strength, and relevant skills.

### Research Hypothesis.

This study will focus primarily on job satisfaction foreman at container loading and unloading companies in DKI Jakarta, researchers present the conceptual model contained in the Figure below;

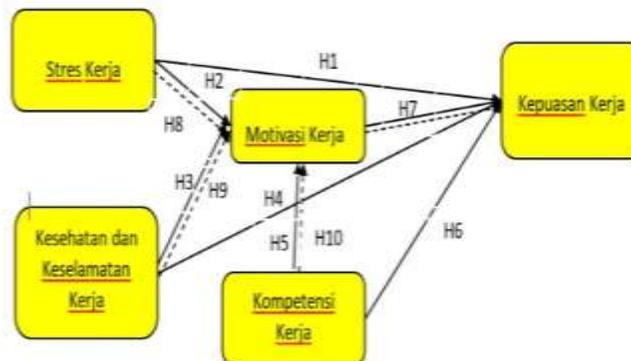


Figure 2:- Reseach Model.

#### H1 :Work Stress Affects Job Satisfaction

The most important factor in a company is the job satisfaction obtained by its employees. Employee will feel satisfied if the creation of a workenvironment that is safe and secure without any pressure or feel free to express according to ability. Workload intensity including factors that impact work stress affects job satisfaction (Jiang et al., 2017). Stress or emotional well-being of employees or psychological health affects job satisfaction (Li et al., 2014).

#### H2: Work Stress Affects Work Motivation

In every job process, employees need encouragement or motivation to improve performance. Pressure at work affects motivation at work. The higher the level of pressure, the lower the employee's activity motivation and vice

versa. This was stated by Greenberg and Baron who stated that the condition of workers in work affects work motivation and tends to choose comfort in work (Li Il., 2014). Research (Yenetal., 2016) also shows that ship traffic control staff experience stress, depression that affects interest and motivation.

### **H3. :Occupational Health and Safety Affects Work Motivation**

The importance of motivation in improving job satisfaction to optimal work outcomes requires good occupational health and safety (OHS). Andriessen stated that labor perceptions of work safety attitudes affect motivation at work (Shang et al., 2011).

### **H4. :Occupational Health and Safety Affects Job Satisfaction**

Once it is known that Occupational Health and Safety (OHS) affects work motivation and work motivation will provide encouragement so that employees will feel satisfied and have an impact for employees in improving their work performance in the company. OHS is indicated to have an influence on job satisfaction. Employees who feel their occupational health and safety care for by the company will have maximum job satisfaction. Safety factors at work affect the decrease in job satisfaction, seen in employee status, daily release, and contracts (Jiang et al., 2017).

### **H5: Work Competence Affects Work Motivation**

Appropriate work competence will provide a high work motivation effect for employees, conversely inappropriate competencies will cause low motivation and impact employee satisfaction in assessing their work results to be dissatisfied. The results of the study (Suharno & Despinur, 2017) stated that competence affects the quality of service and motivation. This is reinforced by (Heriyanto *et al.*, 2018) which examines the effect of competence and discipline on motivation and its impact on employees.

### **H6: Job Competence Affects Job Satisfaction**

Work competence in accordance with the field of work will facilitate employees in completing work and cause job satisfaction. Gazioglu and Tansel (2005) analyzed the influence of individual factors and other factors that affect job satisfaction. One of the other factors is training opportunities to improve competence (Jiang *et al.*, 2017). Professional competencies can be supported with the right competencies that play an important role in job satisfaction (Shariff *et al.*, 2016).

### **H7. Work Motivation Affects Job Satisfaction**

Motivation encourages and inspires employees to do their best work in achieving organizational goals. Currently, there are many incentives that can also serve as employee motivation factors such as salary and employment. Another factor is the development of the company and the promotion system (Li I., 2014). One example is that the level of job satisfaction for container drivers is influenced by a sense of liking for work and the work environment and the motivation factor is determined by well-being (Jiang *et al.*, 2017).

### **Methodology:-**

The object of the study is a foreman from a container loading and unloading company with the characteristic of having land directly connecting between sea and land, which is in the port area of North Jakarta.

The research population is the foreman company loading and unloading container area in DKI Jakarta, and data retrieval technique using probability sampling, while the number of samples is 82 respondents based on data from each company known the number of employees as foreman, as in table 1. List of Companies and The Number of Foreman

No.	Company Name	Sum
1	IPC TPK	24
2	IPC NPCT 1	12
3	JAKARTA INTERNATIONALCONTAINER TERMINAL	12
4	TPK KOJA	12
5	PT. MUSTIKAALAM LESTARI	10
6	PT. ADIPURUSA	6
7	PT. SERVICE	6
	Total Foreman	82

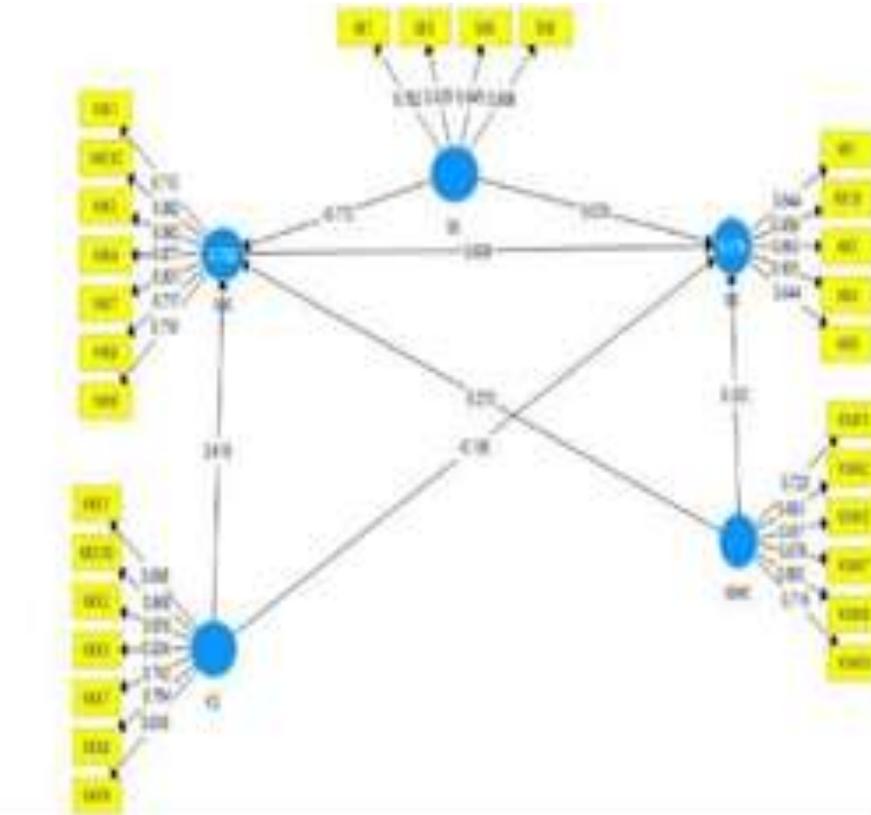
The Dissemination of Questionnaires using online questionnaires, the result of questionnaire answers is processed with SPSS and PLS-SEM.

### Research Results and Discussion:-

Foreman's assessment of job satisfaction averaged 3.96, work motivation averaged 4.33, job stress averaged 4.27, Occupational Health and Safety (OHS) averaged 4.05 and job competence by an average of 2.83. The priority to be improved on foreman work competence, with the hope of improving work competence foreman positively affects job satisfaction, the higher the level of work competence the higher the job satisfaction.

### Outer Model Testing

The results of the loading factor test for convergent validity through smart PLS show a value above 0.7 so that the process qualifies.



Discriminant Validity test results show that the intended construct loading value is greater than the loading value of other constructs.

so that it is declared to meet the requirements. The average variance value of extracted (AVE) exceeds 0.5, indicating a good convergent validity measure. Nilai Composite Reliability > 0.7 so that it has high reliability supported by Cronbach alpha value results above 0.6.

### Inner Model Testing

$Q^2$  values in structural model testing are performed to see predictive relevance.  $Q^2$  value > 0 means it has predictive relevance (Ghozali & Latan, 2015). The higher the  $Q^2$  value of the model is said to be the better or fitter with the data (Pangesti & Sumertajaya, 2016).

To calculate  $Q^2$  is used with the formula:

$$Q^2 = 1 - (1 - R_{12})(1 - R_{22})$$

$$Q^2 = 1 - (1 - 0.519)(1 - 0.788)$$

$$Q^2 = 1 - 0.2767$$

$$Q^2 = 0.7233$$

**Hypothesis Test Result****Hypothesis 1: Work Stress (SK) negatively affects Job Satisfaction (KK).**

Based on the results of the test, the effect of work stress on job satisfaction amounted to 0.039. Based on the results of the calculation of the value  $p$  is  $0.660 > 0.05$  which means  $H_0$  is accepted so it can be concluded that work stress has no effect and is significant on job satisfaction.

**Hypothesis 2: Work Stress (SK) positively affects Work Motivation (MK).**

The test results showed the magnitude of the effect of work stress on the work motivation of - 0.172 and a  $p$ -value of  $0.001 < 0.05$  which means  $H_a$  accepted so that work stress has a positive and significant effect on work motivation. Negative values indicate that each increase of 1 unit of work stress of 0.172 will decrease work motivation by 0.172 units.

**Hypothesis 3: Occupational Health and Safety (OHS) positively affects Work Motivation (MK).**

The amount of the effect of Occupational Health and Safety on the work motivation of 0.618 and a  $p$ -value of  $0.00 < 0.05$  which means  $H_a$  is accepted so that Occupational Health and Safety has a positive and significant effect on work motivation.

**Hypothesis 4: Occupational Health and Safety (OHS) has a positive effect on Job Satisfaction (KK)**

The amount of the effect of Occupational Health and Safety on job satisfaction amounted to - 0.138 and a  $p$ -value of  $0.397 > 0.05$  which means  $H_0$  is accepted so that there is no significant effect of Occupational Health and Safety on Job Satisfaction.

**Hypothesis 5: Work Competence (KMK) positively affects Work Motivation (MK).**

The amount of the influence of Work Competence on Work Motivation by 0.215 and the  $p$ -value of  $0.008 < 0.05$  which means  $H_a$  is accepted so that Work Competence has a positive and significant effect on Work Motivation.

**Hypothesis 6: Work Competence (KMK) has a positive effect on Job Satisfaction (KK).**

The amount of the influence of Work Competence on job satisfaction by 0.303 and the value of  $p$  by  $0.024 < 0.05$  which means  $H_a$  is accepted so that work competence has a positive and significant effect on job satisfaction.

**Hypothesis 7: Work Motivation (MK) has a positive effect on Job Satisfaction (KK).**

The amount of the influence of Work Competence on job satisfaction of 0.606 and the value of  $p$  by  $0.00 < 0.05$  which means  $H_a$  is accepted so that Work Motivation has a positive and significant effect on Job Satisfaction.

**Hypothesis 8: Work stress positively affects Job Satisfaction through Work Motivation**

The magnitude of the effect of Work Stress on Job Satisfaction through Work Motivation by -0.104 and a  $p$ -value of  $0.020 < 0.05$  which means  $H_a$  is accepted so that Work Stress has a negative and significant effect on Job Satisfaction through Work Motivation. The effect of mediation occurs in the Work Motivation variable between the effects of Work Stress on Job Satisfaction.

**Hypothesis 9: Occupational Health and Safety (OHS) positively affects Job Satisfaction through Work Motivation.**

The amount of OHS's influence on Job Satisfaction through Work Motivation of 0.375 and the  $p$ -value of  $0.000 < 0.05$  which means  $H_a$  is accepted so that OHS has a significant positive effect on Job Satisfaction through Work Motivation and mediation effects occur.

**Hypothesis 10: Work Competence positively affects Job Satisfaction through Work Motivation.**

The amount of the influence of Work Competence on Job Satisfaction through Work Motivation of 0.130 and a  $p$ -value of  $0.034 < 0.05$  which means  $H_a$  is accepted so that Work Competence has a positive and significant effect on Job Satisfaction through Work Motivation. The effect of mediation occurs in the variables of work motivation between the influence of Work Competence on Job Satisfaction.

**Conclusion:-**

Job satisfaction is influenced by work motivation and work competence. The existence of learning opportunities from the experience of leaders and colleagues, the provision of comparative study opportunities, recognition and appreciation from leaders, and the provision of needed training will increase job satisfaction. The company's policy on these factors causes job satisfaction assessments in companies to make a difference.

Based on the analysis of causality, it can be concluded as follows:

The job satisfaction model can be explained by work motivation and work competence. Job satisfaction itself is influenced by leaders who provide experience in solving problems, coaching opportunities from companies and leaders, comparative study opportunities, and job outcomes are appreciated by colleagues. The dominant factor that influences job satisfaction is work motivation. High work motivation is influenced by leaders who provide knowledge to their subordinates, foreman awards that perform well and achieve, appropriate salaries, promotion opportunities, and the fulfillment of leadership targets. The next factor is work competence. Work competence is influenced by the appropriate competence of foreman, coordination with team members, professionals, and experience on which leadership is based. Other factors not studied in the study include career development, performance, and work environment.

Foreman's work motivation can be explained by work stress, OHS and Work Competence. The dominant factor that influences work motivation is OHS. OHS is affected by the provision of health and clinical examinations, the presence of warning signs on work tools and machines, the provision of work tools for relief and first aid. Other factors not studied in the study were career development, performance, and work environment.

Work Stress has a positive and insignificant effect on Job Satisfaction The type of stress that occurred in this study is eustress. Foreman can control work stress experienced well and always coordinate with supervisors so that the work is still well done.

Work stress negatively and significantly affects work motivation Work stress affects the motivation of workers foreman which in this case lowers the level of work motivation. Stress experienced by Foreman, among others, is unclear in the division of workgroups, workload, and limited means of work are not provided solutions by superiors. Appreciation to the foreman who performs well and achieves is not in the policies of superiors and companies. Other factors, inappropriate salaries, closed promotional opportunities and the fulfillment of leadership targets was not achieved.

Occupational Health and Safety (OHS) positively and significantly affects occupational motivation and occupational safety encourages motivated workers to work safely and in accordance with procedures with periodic health checks, the provision of clinics and work tools and machines are given warning signs of warning against accidents.

Occupational Health and Safety (OHS) negatively and insignificantly affects job satisfaction The effect of OHS does not make the foreman satisfied, the higher OHS the higher the dissatisfaction foreman. This is because the company's role in implementing OHS has not been on target, there is still a discrepancy in awards and sanctions received by Foreman.

Work competence has a positive effect on work motivation. The higher the competence of foreman, the faster and more efficient in carrying out the work the more motivated in work let alone plus the presence of rewards, promotions, and rewards.

Job Competence has a positive and significant effect on Job Satisfaction Foreman requires competence to advance. Enhance knowledge from the work experience of others and even leaders as role models will increase competence. The provision of study opportunities for knowledge and career enhancement is highly beneficial including training. Recognition of the results of work from good leaders in the form of verbal awards is enough to make workers satisfied.

Job Motivation has a positive effect on Job Satisfaction The provision of opportunities to increase knowledge, rewards, salary suitability, career improvement or promotion will encourage motivation so that workers feel satisfied.

Job Stress negatively affects Job Satisfaction mediated by Work Motivation Work stress which is initially positive to job satisfaction is inversely proportional to negative results to job satisfaction through work motivation. Work stress experienced by Foreman is not supported by superiors in solving problems in the field, the absence of appropriate awards and salaries encourages job satisfaction to decrease.

Occupational Health and Safety (OHS) positively affects Job Satisfaction mediated by Occupational Motivation Health foreman plays an important role in supporting work. The role of motivation in driving towards job satisfaction foreman is greatly helped by good occupational health. Companies must have a good health system for foremen.

Work Competence has a positive effect on Job Satisfaction mediated by Work Motivation carried out by the leadership with the provision of knowledge that will encourage the improvement of foreman expertise. The provision of knowledge has an impact on the level of satisfaction foreman increased because of learning from the experience of the leader. The use of information technology in the loading and unloading process in real-time will provide solutions in case of problems in the field. Work competence with coach methods - mentoring, comparative studies, and training will provide job satisfaction foreman in supporting digital smart port.

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