



The Influence Of Workload, Work-Life Balance And Psychological Contracts On Employee Job Satisfaction Case Study: PT. PLN (Persero) Transmission Implementation Unit Makassar

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Abstract: This study aims to determine the effect of workload, work-life balance, and psychological contract on employee job satisfaction at PT. PLN (Persero) Makassar Transmission Implementation Unit. This study uses a quantitative approach with a survey method. Data was collected through a questionnaires distributed to all 56 employees. The data collection techniques used were observation, interviews, and questionnaires. The data analysis technique used was multiple linear regression with SPSS Software. The results of the study indicate that partially, workload has a negative and significant effect on employee job satisfaction, while work-life balance and psychological contracts have a positive and significant effect on employee job satisfaction. Simultaneously, workload, work-life balance, and psychological contracts have a significant effect on employee job satisfaction at PT. PLN (Persero) Makassar Transmission Implementation Unit.

Keywords: Job Satisfaction, Workload, Work-Life Balance, Psychological Contract.

INTRODUCTION

Human resources (HR) are one of the most important aspects of a company or organization. (Dessler, 2023) states in his book Human Resource Management that “human resources are the key to organizational success.” Therefore, HR performance and excellence are the main benchmarks for assessing success in a company or organization. In this era of globalization and rapid technological development, the demands on employee performance in the workplace are increasingly high. Organizations and companies, whether in the government, ministry, or private sectors, require employees to be able to adapt quickly to change and achieve set targets. In cases like this, workload, work-life balance, and psychological contracts are three factors that employees



often face. Excessive or unbalanced workloads will cause an imbalance between personal and professional life, which directly impacts employee satisfaction.

Job satisfaction among employees is certainly an important aspect that needs to be considered by organizations and companies. This issue often arises in every organization and company, and there are many internal and external aspects that can be used to support the creation of effective and efficient employee job satisfaction. Achieving good company satisfaction is certainly accompanied by the support of the satisfaction of each employee or individual in performing their work. Job satisfaction is also a reciprocal result of employees' feelings towards their work. This is in line with research presented by (Robbins, 2018) which states that "job satisfaction is a positive feeling that arises from the work that has been done". Where job satisfaction is related to interactions between co-workers, superiors can follow applicable policies, and meet performance standards.

Workload is one of the factors that influence employee performance and job satisfaction. Workload is also the process undertaken by an individual to complete tasks from a job or group of positions carried out under normal circumstances and within a certain period of time. Research related to workload conducted by (Ludji Talo et al., 2020) (Ludji Talo et al., 2020) states that workload has a negative and significant effect on job satisfaction. Excessive workload can cause stress, fatigue, and a decline in work quality.

This is in line with Robbins & Judge (2018), who argue that high workloads without adequate support can cause work stress, which has a negative impact on employees' physical and mental health. In addition to workload, employees who do not have work-life balance or work-life imbalance can also have a negative impact on job satisfaction levels. With increasing job demands, employees often find it difficult to separate time and energy for work and personal life. Research on work-life balance conducted by (Rivaldi Erwilfan et al., 2024) states that work-life balance has a positive and significant effect on job satisfaction. However, this differs from the research conducted by (Endeka et al., 2020), which states that work-life balance does not have a significant effect on job satisfaction. Therefore, the level of balance in work life does not affect employee job satisfaction. In line with Pfeffer's (2018) theory, which states that the balance between work life and personal life is becoming increasingly important in the modern context. In addition to



workload and work-life balance, another factor that affects job satisfaction is the psychological contract. According to (Salmasetri, 2021), "psychological contracts determine whether an individual's performance is efficient or not." In this case, psychological contracts can be interpreted as an individual's belief in the reciprocal relationship between the company and employees or individuals. In line with Rousseau's theory, this form of belief is unilateral, held by certain individuals and does not limit the beliefs of other parties in the reciprocal relationship.

PT. Perusahaan Listrik Negara (PLN) or PT. PLN (Persero) is a state-owned enterprise (BUMN) that manages electricity in Indonesia. PT. PLN (Persero) is responsible for meeting the electricity needs of all of Indonesia, including urban areas, rural areas, industry, commerce, households, and the general public. To that end, excellent service is absolutely essential, resulting in work demands that have a personal impact, such as fatigue, dizziness, stress, and a disruption between employees' personal and professional lives. This is certainly common for everyone at work, including employees at PT. PLN (Persero) UPT Makassar. The primary focus of PT. PLN (Persero) UPT Makassar's work is on larger-scale infrastructure, specifically ensuring the reliability and stability of the electricity transmission system within its operational area. Unlike PLN distribution, which deals directly with customers. In Regulation (Ministry of Energy and Mineral Resources, Number 11 of 2021) concerning the Implementation of Electricity Business Article 42 paragraph 1, it is stated that business licensing for electricity support services as referred to in Article 9 letter c shall be carried out in accordance with the provisions of laws and regulations governing business licensing in the energy and mineral resources sector. This article places the responsibility on PT. PLN (Persero) to ensure a reliable electricity supply. To achieve this, the operation of substations (GI) and transmission networks must be maintained at all times.

Based on observations and interviews regarding workloads at PT. PLN (Persero) UPT Makassar, several employees stated that almost every day they finish their work later than the specified time, which is 8:00 a.m. to 5:00 p.m. Their daily workloads usually consist of routine tasks such as administration, coordination, and completing specific job descriptions, with some days feeling busier than others. When workloads become excessive, employees feel stressed, especially when there are many tasks piling up with tight and short deadlines. In addition, referring to Law No. 13 Article 77 Paragraph 3 (2003) concerning Manpower, Article 77 states that the



maximum working hours are 7 hours a day and 40 hours a week for 6 working days a week, or 8 hours a day and 40 hours for 5 working days a week. PT. PLN (Persero) UPT Makassar in several units has workloads that exceed job descriptions, such as the field technician department, which often faces challenges with longer working hours, leading to imbalance.

The work-life balance among employees at PT. PLN (Persero) UPT Makassar is considered to be well maintained, despite the high workload in each division. When faced with deadline-driven tasks, employees feel disrupted at certain times, such as at the end of the month or during audits, which are quite time-consuming. However, sources say that good time management and work efficiency allow work to be completed without disrupting personal time.

Additionally, the psychological contract at PT. PLN (Persero) UPT Makassar, as perceived by several employees, is also quite positive. This is particularly evident in career development opportunities and task clarity. However, they suggested the importance of two-way communication and greater attention to individual opinions.

Job satisfaction at PT. PLN (Persero) UPT Makassar, according to the source, is generally high. The work performed is in line with their competencies, and there are several challenges in the job. The source also believes that the company provides sufficient training and periodic evaluations.

The following is an overview of the performance results at PT. PLN (Persero) UPT Makassar for the period 2022–2024:

Performance	2022	2023	2024
Installed Capacity	69.039,60 MW	72.976,30 MW	72.072,50 MW
Peak Load	41.800,90 MW	58.282,48 MW	43.626 MW
Energy Loss (Total)	8,57%	8,72%	8,46%

Table 1. performance results at PT. PLN (Persero) UPT Makassar for the period 2022–2024

Source: PT. PLN (2024)

From the data in the table above, PLN's installed capacity increased from 2022 to 2023, from 69,039.60 MW to 72,976.30 MW, indicating a substantial addition to the electricity generation infrastructure. However, in 2024, this capacity decreased slightly to 72,072.50 MW. Despite the



decline in 2024, the total installed capacity remains higher than in 2022, indicating that PLN has a strong supply capacity to meet national demand.

Peak load shows volatility in electricity demand. There was a significant surge in peak load from 41,800.90 MW in 2022 to 58,282.48 MW in 2023. This surge was caused by various factors, such as unexpected economic growth and/or increased energy use by industry and households. However, in 2024, peak load fell again to 43,626 MW. These fluctuations are thought to affect employee workloads. The increase in peak load requires readiness and quick responses, which leads to longer working hours, overtime, or high pressure to ensure a stable electricity supply. These conditions can disrupt the balance between employees' professional and personal lives, causing fatigue and decreased job satisfaction.

In addition, energy losses show a trend of efficiency in the transmission and distribution networks. The total percentage of energy losses decreased and increased, from 8.57% in 2022 to 8.72% in 2023, and finally reached 8.46% in 2024. This energy loss reflects PLN's efforts to reduce energy losses that impact overall operational efficiency. This achievement would not have been possible without the dedication, support, and high performance of PLN employees. Based on these issues and background, this study aims to determine the effect of workload, work-life balance, and psychological contract on job satisfaction at PT. PLN (Persero) UPT Makassar.

METHOD

The approach used in this study is a quantitative approach, which aims to test hypotheses and answer research questions regarding the influence of workload, work-life balance, and psychological contracts on employee job satisfaction at PT. PLN (Persero) UPT Makassar. According to Sugiyono (2018), "data analysis is carried out deductively using statistical methods to test previously formulated hypotheses, and the results of this study are quantitative and numerical."

The population in this study consisted of all 56 permanent employees of PT. PLN (Persero) UPT Makassar. According to Sugiyono (2022), "the population is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by the researcher to be studied and then conclusions are drawn."



The sampling technique used was nonprobability sampling. Sugiyono (2022) defines nonprobability sampling as “a sampling technique that does not give equal opportunity to each element or member of the population to be selected as a sample.” The nonprobability technique chosen was saturated sampling. Based on the above definition, the sample in this study was the entire population of 56 staff (employees) at PT. PLN (Persero) UPT Makassar. Data collection was carried out through four main methods, namely observation, documentation, interviews, and questionnaire distribution. The main instrument was a questionnaire designed in the form of a 4-point Likert scale, ranging from “strongly disagree” to “strongly agree,” to measure respondents' responses to each statement of the indicators of the variables of workload, work-life balance, psychological contract, and job satisfaction.

The data obtained were analyzed using multiple linear regression analysis techniques, with the aim of determining the simultaneous and partial effects of independent variables (workload, work-life balance, and psychological contract) on the dependent variable (employee job satisfaction). Prior to regression analysis, validity tests were conducted using Pearson's correlation technique and reliability tests using Cronbach's Alpha. Statistical analysis was continued with a t-test (to measure partial effects), an F-test (to measure simultaneous effects), and a coefficient of determination (R^2) test to measure the contribution of independent variables to the dependent variable. All analyses were performed using SPSS version 25.

RESULT AND DISCUSSION

Based on the data collected, a table of data characteristics of the 56 research respondents is presented, consisting of gender, age, and length of service. This table is expected to provide a clearer understanding of the respondent profile and serve as a basis for further analysis related to employee job satisfaction.

a) Gender



Gender	Amount	Percentase
Male	42	75%
Famale	14	25%
Amount	56	100%

Table 2. Characteristics of Respondents Based on Gender

Source: Data processed by researchers in 2025

Table 1 shows that the majority of respondents were male employees, numbering 42 people with a percentage of 75%, while female employees numbered only 14 people with a percentage of 25%. This is based on field observations showing that male employees are closely associated with the characteristics of jobs in the electricity sector, which require physical tasks, high mobility, and readiness to work in the field, such as in transmission units and network maintenance. This finding is in line with the theory of Robbins & Judge (2018), which explains that differences in gender composition in the workplace are often influenced by social roles and job demands, not because of differences in basic abilities. However, female employees still play an important role, especially in the fields of service, administration, and finance.

b) Age

Age (Years)	Amount	Percentase
25-30	33	58,9%
32-37	13	23,2%
38-43	3	5,4%
50-55	7	12,5%
Amount	56	100%

Table 3. Characteristics of Respondents Based on Age

Source: Data processed by researchers in 2025

Table 2 shows that of the 56 respondents studied, the majority were employees aged 25-30 years, namely 33 people or 58.9%. This is because employees of this age are considered to be productive. Based on field observations, PT. PLN UPT Makassar has a relatively young and energetic workforce, who generally have a high motivation to learn. Employees in this age range also tend to have a desire to develop their careers and perform optimally. This is in line with the theory of Robbins & Judge (2018), which states that young employees tend to have high energy and strong motivation to achieve, while older employees contribute through their experience and work stability.

c) Masa Kerja

Working Period (Years)	Amount	Percentase



1-3	3	5,4%
4-6	13	23,2%
7-10	26	46,4%
> 10	14	25%
Amount	56	100%

Table 4. Characteristics of Respondents Based on Length of Service

Source: Data processed by researchers in 2025

Table 3 shows that of the 56 respondents studied, the majority were employees with 7-10 years of service, namely 26 people or 46.4%. Field observations show that employees with 7-10 years of service have considerable work experience within the company. In addition, there were 14 people or 25% with more than 10 years of service, indicating a group of senior employees with high dedication to the company. This confirms their loyalty, commitment, and responsibility to achieving the company's goals. This is in line with the theory of Robbins & Judge (2018), which explains that length of service is one of the demographic factors that influence employee attitudes and behavior in the workplace. The longer an individual works in an organization, the higher their level of organizational commitment, job satisfaction, and loyalty to the company.

Instrument Validity Test and Reliability Test

Validity and reliability tests are used to ensure the quality of research instruments, particularly questionnaires, so that the data collected is truly reliable and reflects actual conditions. The results of the validity and reliability tests of the research instruments are presented below.

Statement	Calculated R	Table R	Description
X1.1	0.874	0.2632	Valid (calculated R > R table)
X1.2	0.716	0.2632	Valid (calculated R > R table)
X1.3	0.583	0.2632	Valid (calculated R > R table)
X1.4	0.737	0.2632	Valid (calculated R > R table)
X1.5	0.690	0.2632	Valid (calculated R > R table)
X1.6	0.698	0.2632	Valid (calculated R > R table)
X2.1	0.869	0.2632	Valid (calculated R > R table)
X2.2	0.828	0.2632	Valid (calculated R > R table)
X2.3	0.855	0.2632	Valid (calculated R > R table)
X2.4	0.685	0.2632	Valid (calculated R > R table)
X2.5	0.678	0.2632	Valid (calculated R > R table)
X2.6	0.870	0.2632	Valid (calculated R > R table)
X3.1	0.776	0.2632	Valid (calculated R > R table)
X3.2	0.705	0.2632	Valid (calculated R > R table)
X3.3	0.652	0.2632	Valid (calculated R > R table)
X3.4	0.624	0.2632	Valid (calculated R > R table)
X3.5	0.821	0.2632	Valid (calculated R > R table)



X3.6	0.675	0.2632	Valid (calculated R > R table)
Y.1	0.699	0.2632	Valid (calculated R > R table)
Y.2	0.543	0.2632	Valid (calculated R > R table)
Y.3	0.446	0.2632	Valid (calculated R > R table)
Y.4	0.644	0.2632	Valid (calculated R > R table)
Y.5	0.660	0.2632	Valid (calculated R > R table)
Y.6	0.715	0.2632	Valid (calculated R > R table)
Y.7	0.597	0.2632	Valid (calculated R > R table)
Y.8	0.600	0.2632	Valid (calculated R > R table)
Y.9	0.506	0.2632	Valid (calculated R > R table)
Y.10	0.365	0.2632	Valid (calculated R > R table)

Table 5. Item Validity Test Results

Source: Data processed by researchers in 2025

The results of the instrument validity test based on the table above show that all statement items proposed for variables X_1 , X_2 , X_3 , and Y have a calculated R value between 0.365 and 0.874. This indicates that the calculated R value of all statement items is greater than the table R value, which is 0.2632. Based on this table, it can be concluded that all statement items contained in the questionnaire for variables X_1 , X_2 , X_3 , and Y are valid.

The results of the reliability testing of the research variables can be seen in the table below:

Variable	Cronbach's Alpha	Role of Thumb	Explanation
Workload	0.809	0,6	Reliable
Work-Life Balance	0.876	0,6	Reliable
Psychological Contract	0.801	0,6	Reliable
Employee Job Satisfaction	0.781	0,6	Reliable

Table 6. Results of the Reliability Test of Research Variables

Source: Data processed by researchers in 2025

Based on the table above, it shows that the instruments used to collect data on the variables of Workload, Work-Life Balance, Psychological Contract, and Employee Job Satisfaction are reliable. This is evident from the Cronbach's Alpha values for each variable, which are greater than 0.6, namely 0.809, 0.876, 0.801, and 0.781. Thus, it can be concluded that the instruments used to collect data for these variables are reliable.

Multiple Linear Regression Analysis



Multiple linear regression analysis in this study aims to examine the accuracy of predictions of the independent variables of workload (X1), work-life balance (X2), psychological contract (X3), and job satisfaction (Y) at PT. PLN (Persero) UPT Makassar. The multiple linear regression equation model in this study is as follows:

Model	Coefficients^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	20.167	2.132	9.458	.000
	BEBAN KERJA	-.173	.085	-.197	.047
	KESEIMBANGAN	.283	.093	.307	.004
	KEHIDUPAN KERJA				
	KONTRAK PSIKOLOGIS	.513	.086	.594	.000

a. Dependent Variable: KEPUASAN KERJA

Table 7. Multiple Linear Regression Results*Source: Processed Primary Data, 2025*

Based on the table above, the multiple linear regression equation used is as follows:

$$Y = 20.167 + (-0.173) X_1 + 0.283 X_2 + 0.513 X_3 + e$$

From the regression equation, it can be concluded that the intercept (constant) value is 20.167. The regression coefficient for Workload (X1) is -0.173. This indicates that work load (X1) has a negative regression coefficient, meaning that for every one-unit increase in work load, Job Satisfaction (Y) will decrease by 0.173, assuming other variables remain constant.

The regression coefficient for Work-Life Balance (X2) is 0.283. This indicates that work-life balance (X2) has a positive regression coefficient, meaning that for every one-unit increase in work-life balance, Job Satisfaction (Y) will increase by 0.283.

The regression coefficient for Psychological Contract (X3) is 0.513. This indicates that psychological contract (X3) has a positive regression coefficient, meaning that every one-unit increase in psychological contract will increase Job Satisfaction (Y) by 0.513.

Partial Hypothesis Testing (t-Test)



The t-test in this study was used to determine the significant individual effects of the independent variables (X), namely workload (X₁), work-life balance (X₂), psychological contract (X₃), and job satisfaction (Y). This can be seen in the following test results table:

Variable	Calculated-t	t-Table	Sig.
Workload (X ₁)	-2.031	2.006	.047
Work-Life Balance (X ₂)	3.053		.004
Psychological Contract (X ₃)	5.941		.000

Table 8. T-test results*Source: Processed Primary Data, 2025*

Based on the results of the partial test calculation, the effect of the independent variable on the dependent variable can be explained as follows: the Workload variable has a regression coefficient (B) of -0.173, with a t-table value of 2.006 and a t-count value of (-2.031). t- count > t- table, the table t significance value is below 0.05, which is 0.047. This shows that the Workload variable (X₁) has a negative and significant effect on the Employee Job Satisfaction variable (Y).

Meanwhile, the Work-Life Balance variable has a regression coefficient (B) of 0.283, a t-value of 3.053, and a t-table value of 2.006. Using the formula $t\text{-count} > t\text{-table}$, produces 3.053, which is much greater than the t-table value. The significance t-table result shows a value of 0.004, which is less than 0.05. This indicates that the Work-Life Balance variable (X₂) has a positive and significant effect on the Employee Job Satisfaction variable (Y). Thus, it can be concluded that work-life balance has a significant effect on employee job satisfaction.

Then, for the Psychological Contract variable, the regression coefficient (B) is 0.513, the t-value is 5.941, and the t-table value is 2.006. Using the formula $t\text{-count} > t\text{-table}$, which is much greater than the t-table value. The significance t-table result shows a value of 0.000, which is less than 0.05. This confirms that the Psychological Contract variable (X₃) has a positive and significant effect on Employee Job Satisfaction (Y). Thus, it can be concluded that the psychological contract variable also has a significant effect on employee job satisfaction.

Overall, the three variables, namely Workload, partially have a significant negative effect on Employee Job Satisfaction. Meanwhile, the variables of Work-Life Balance and Psychological Contract partially have a significant positive effect on Employee Job Satisfaction.



Therefore, it can be concluded that the first, second (H2), and third (H3) hypotheses are accepted and (H0) is rejected.

Simultaneous Hypothesis Testing (F Test)

The F test is used to determine simultaneously the effects of independent variables (Workload, Work-Life Balance, and Psychological Contract) on the dependent variable (Employee Job Satisfaction). A significant positive effect can be estimated by comparing the P-value $\alpha = 0.05$ or Fcount and Ftable. The following table shows the F-test ANOVA statistics calculation:

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	142.779	3	47.593	20.079	.000 ^b
	Residual	123.258	52	2.370		
	Total	266.037	55			

a. Dependent Variable: KEPUASAN KERJA

b. Predictors: (Constant), KONTRAK PSIKOLOGIS, BEBAN KERJA, KESEIMBANGAN KEHIDUPAN KERJA

Table 9. Results of the F Test
Source: Processed Primary Data, 2025

Based on the simultaneous test table for the research variables, the calculated F value of 20.079 is much greater than the table F value of 3.175. Therefore, it can be concluded that there is a significant simultaneous effect between the variables of Workload (X1), Work-Life Balance (X2), and Psychological Contract (X3) on the variable of Employee Job Satisfaction (Y), and the significance level is below 0.05, namely 0.000. Thus, the fourth hypothesis (H4) is accepted. This confirms that the variables of Workload, Work-Life Balance, and Psychological Contract simultaneously have a significant effect on Employee Job Satisfaction.

Determination Coefficient (R^2)

The coefficient of determination (R^2) essentially measures the extent to which the model is able to explain the variation in the independent variables. The coefficient of determination value ranges from zero to one. A small R^2 value means that the independent variables have a very limited



ability to explain the variation in the dependent variable. The results of the coefficient of determination test can be seen in the following table:

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733 ^a	.537	.510	1.540

a. Predictors: (Constant), KONTRAK PSIKOLOGIS, BEBAN KERJA, KESEIMBANGAN KEHIDUPAN KERJA

b. Dependent Variable: KEPUASAN KERJA

Tabel 10. Results of the Coefficient of Determination Test

Source: Processed Primary Data, 2025

Based on the results of the determination test, the R Square value of 53.7% shows that approximately 53.7% of the variation in Employee Job Satisfaction at PT. PLN UPT Makassar can be explained by the variables of Workload, Work-Life Balance, and Psychological Contract in this regression model. This means that 53.7% of the independent variables influence the dependent variable. Meanwhile, the remaining 46.3% is explained by other factors outside this research model. These results show that this regression model has a fairly good effect on the variation in Employee Job Satisfaction.

Discussion

The Effect of Workload on Employee Job Satisfaction

The results of this study indicate that workload partially has a significant negative effect on employee job satisfaction at PT. PLN UPT Makassar. The calculated t-value is $-2.031 > t\text{-table } 2.006$ and the significance value is $0.047 < 0.05$. This means that the higher the workload felt by employees, the lower their job satisfaction will be. These results confirm that even though workloads increase, employees can still maintain their level of job satisfaction due to other factors such as adequate compensation systems and support from coworkers. This effect is in line with the Job Demand-Resources (JD-R) theory proposed by (Demerouti & Bakker, 2020). This theory emphasizes that every worker has two main characteristics, namely job demand (job demands such as time pressure, responsibility, and workload) and job resources (job resources such as compensation, work-life balance, and support from superiors). The JD-R theory emphasizes that



high job demands can trigger work stress and reduce job satisfaction if not balanced with adequate job resources. An imbalance between high job demands and a lack of support can trigger stress, fatigue, and ultimately a decline in performance.

In the context of PT. PLN UPT Makassar, a relatively high workload is normal due to the demands of continuous public service. Several work units, such as Live Line Work (PDKB), Logistics, Finance, Diagnosis, and Data Control, experience an imbalance in workload. This imbalance is due to the larger volume of work in these units compared to other units, as well as the significant responsibility of maintaining the reliability of the electricity network.

Based on the results of the analysis of employee responses at PT. PLN UPT Makassar, it shows that the workload faced by most employees is quite high and has a negative impact on job satisfaction. The majority of employees feel that their workload is very heavy, often finding it difficult to complete tasks by the deadline, which causes routine or daily tasks to be completed more slowly. However, employees are still able to adjust to the workload given to them. This indicates significant dissatisfaction with the volume of work that must be completed. In addition, employees often have to work overtime to complete their work, but this is offset by policies and overtime pay for employees who work overtime. Furthermore, the data shows that the task targets given make employees feel that they are working under pressure. However, employees are able to balance this with the provision of training and better job promotions. They also feel a sense of responsibility to complete their tasks.

This study also supports the findings of (Aisy et al., 2022), which states that workload has a significant negative effect on job satisfaction. In this study, it was found that the higher the responsibility borne by workers, the lower their job satisfaction, whereas if the responsibility is in line with the workload, workers' job satisfaction will increase.

According to the Demand-Control theory introduced by Karasek (1979), when job demands are high, employees feel they have autonomy in managing their work methods, task completion times, and adequate technical support. This reduces the negative impact of workload on job satisfaction. This is in line with what happens at PT. PLN UPT Makassar, where workload does not directly reduce job satisfaction because employees still feel capable of controlling their work.



This can be explained by the employees' adaptation to dynamic working conditions and social support among employees.

In a high-pressure work environment such as the electricity industry, employees often develop good adaptation and time management skills. In addition, support from superiors, job training, and a structured work system increase employees' perception of control over their workload. At PT. PLN UPT Makassar, structured work systems, technical support, and clear task distribution provide a high level of control for employees. Thus, despite high job demands, employees report not feeling pressure that reduces their job satisfaction, but rather see it as part of their responsibility and professionalism.

To overcome this work load imbalance, an evaluation of the distribution of tasks and responsibilities in each work unit needs to be carried out. A more even distribution of work will help reduce excessive pressure on certain work units that currently have a heavier workload. In addition, improving communication and support from superiors will help employees feel cared for and valued.

The Effect of Work-Life Balance on Job Satisfaction

The results of this study found that work-life balance partially has a positive and significant effect on employee job satisfaction at PT. PLN UPT Makassar. The better the work-life balance employees have, the higher their job satisfaction. Conversely, when the balance between work and personal life is disrupted, job satisfaction tends to decline. Employees who are able to maintain a balance between work and personal life tend to be more focused, motivated, and efficient in completing their assigned tasks. This is in line with the findings of Backer (1993) in the Human Capital theory, which emphasizes that investing in employee welfare, including through policies that support work-life balance, will increase employee satisfaction and loyalty.

As an electricity industry with a different work system and specific working hours, PT. PLN UPT Makassar has implemented a flexible working time policy to support the work-life balance of its employees. Although the working hours applied are in accordance with the regulations stipulated by the Labor Law, namely a maximum of 7 hours per day and 40 hours per week for 6 working days, or 8 hours per day and 40 hours per week for 5 working days, PT. PLN UPT Makassar has a company policy for employees regarding their start time. This allows employees



to start their workday at a time that suits their individual needs, while still meeting the total working hours that have been determined. This policy shows that PT. PLN UPT Makassar not only focuses on operational interests, but also pays serious attention to the welfare of its employees, which ultimately contributes to higher performance and job satisfaction.

Based on the analysis results, the majority of employees at PT. PLN UPT Makassar feel that they have a good work-life balance. This can be linked to the Spillover theory developed by Edward & Rothbard (2000). Positive spillover dominates in this work environment, where good work experiences, such as company support for work-life balance, do not interfere with employees' personal lives. For example, employees feel they have enough time to rest and live their personal lives well. This shows that job satisfaction, such as the feeling of having enough free time, has a positive impact on employees' personal lives. However, on the other hand, although there are some employees who may face challenges in balancing their work and personal lives, the survey results show that these negative impacts are not dominant. Thus, any negative spillover that may arise, such as work taking up time and energy, appears to be minimal.

The results of this study also support the findings of previous studies, such as (Made et al., 2024)(Made et al., 2024), which found that work-life balance has a significant positive effect on employee job satisfaction. The study shows that employees who feel they have control over their time are usually more motivated and have a higher level of commitment to the organization, giving them a sense of being valued and empowered.

The work time system policy at PT. PLN UPT Makassar is also in line with the concept of work-life balance proposed by Jeffrey Pfeffer (2018), who states that employees with a good work-life balance will be happier, healthier, and more productive. This is also evident at PT. PLN UPT Makassar, where employees with a good work-life balance show higher satisfaction and productivity.

The Influence of Psychological Contracts on Job Satisfaction

This study found that psychological contracts partially had a significant effect on employee job satisfaction at PT. PLN UPT Makassar. This was seen from the relationship between psychological contracts and employee job satisfaction, which found that psychological contracts (X3) has a significant positive influence on employee job satisfaction at PT. PLN UPT Makassar,



where the t-value is greater than the t-table, namely $5.941 > 2.006$, and the significance value is less than 0.05, namely $0.000 < 0.05$. The better the psychological contract given to employees, the higher their job satisfaction. Conversely, if the psychological contract of employees is not fulfilled, it can reduce performance and satisfaction, which can increase turnover intention and damage employee trust and loyalty to the company. Employees who have their psychological contracts fulfilled are able to maintain their performance, productivity, and work loyalty to be more focused and motivated in completing the tasks assigned to them. This is in line with Blau's (1964) Social Exchange Theory, which asserts that working relationships are formed on the basis of mutual exchange. If the company fulfills the psychological contract, employees will respond with a positive attitude, including increased job satisfaction. Conversely, violations of the psychological contract can reduce loyalty and satisfaction, increase turnover, and damage employee trust.

Based on the analysis results, the majority of employees at PT. PLN UPT Makassar feel that the company has fulfilled most of the psychological contracts they expect. Examples include very high support for self-development and welfare, and employees who are given tasks respond with extra effort, indicating a healthy reciprocal psychological contract.

In addition, the majority of employees feel that important aspects of the psychological contract, such as support, career opportunities, and care, have been fulfilled well. Therefore, it is logical and statistically proven that the level of employee job satisfaction at PT. PLN UPT Makassar is high. Thus, the psychological contract has a significant influence and employees have a positive perception.

The results of this study also support the findings of previous studies, such as (Syam & Gaffar, 2024), which found that psychological contracts have a positive and significant effect on employee job satisfaction at PT Adhi Karya. The study showed that employees' psychological contracts were fulfilled. This indicates that the higher the psychological contract, the higher the job satisfaction.

Conversely, the lower the psychological contract, the lower the job satisfaction.

In the context of PT. PLN UPT Makassar, employees' psychological contracts were fulfilled, resulting in job satisfaction that reduced turnover. This was evidenced by employees being given training and further promotions. Thus, this reciprocal relationship was maintained because



employees felt valued and cared for. Overall, this study found that psychological contracts had a significant positive effect on employee job satisfaction.

The Influence of Workload, Work-Life Balance, and Psychological Contracts on Employee Job Satisfaction

This study found that workload, work-life balance, and psychological contract simultaneously had a significant effect on employee job satisfaction at PT. PLN UPT Makassar. The results of the ANOVA (F-test) in Table 4.14 show a calculated F value of $20.079 > F$ table 3.175 with a significance value of $0.000 < 0.05$. This indicates that simultaneously, the dependent variables have a significant effect on the dependent variables. This relationship can be explained by the policies implemented by PT. PLN UPT Makassar, which effectively support the welfare of its employees. Support such as compensation, training and promotion, and benefits play an important role in maintaining employee loyalty and focus. With these policies in place, employees feel valued and have control over their time.

The results of the study also confirm that when workloads are well managed, work-life balance is maintained, and psychological contracts are fulfilled, employee job satisfaction increases. Conversely, when one of these three factors is disrupted, such as excessive workloads, disrupted work-life balance, or unfulfilled organizational promises, job satisfaction tends to decline. This can be explained theoretically through Adams' (1965) equity theory, which states that employees will feel satisfied if there is a balance between what they give (effort, energy, and time) and what they receive (recognition, a sense of fairness, salary, and benefits). A workload that is in line with capacity will result in a perception of fairness and potentially increase job satisfaction.

In addition, the work-life balance theory also explains that the balance between work and personal life plays an important role in employee well-being. When employees are able to divide their time between work and personal activities, their job satisfaction increases. Meanwhile, the psychological contract proposed by Rousseau (2004) explains individuals' beliefs about unwritten mutual agreements between employees and organizations. If the company fulfills implicit promises such as career development, fairness, and attention to welfare, employees will respond with high job satisfaction and loyalty. This is in line with the situation at PT. PLN UPT Makassar,



where employees are provided with training, job promotions, and attention to welfare, making employees feel valued and cared for.

The results of this study are also supported by research conducted by Amin (2025), which states that psychological contracts have a significant positive effect on the job satisfaction of soldiers in the Koarmada II environment. This study uses job satisfaction as a mediating variable. This shows that psychological contracts are an important factor that management must consider in order to increase employee loyalty, productivity, and job satisfaction. Additionally, research conducted by Made et al (2024) shows that workload and work-life balance affect employee job satisfaction at PT. Ciomas Adisatwa in Bandung Regency. In this study, it was found that employees with positive work-life balance and high job satisfaction must monitor and manage their workload. Therefore, in this study, workload, work-life balance, and psychological contract collectively influence employee job satisfaction.

The results of this study emphasize the importance of workload management, work-life balance, and psychological contracts in improving employee job satisfaction at PT. PLN UPT Makassar. Although high workloads are a real challenge, policies that support work-life balance and fulfilled psychological contracts have been proven to maintain and even improve employee job satisfaction. This demonstrates that employee well-being is not an additional aspect, but rather the core of the Company's performance sustainability. With a holistic and adaptive approach, PT. PLN UPT Makassar can continue to be a pioneer in creating a work environment that is not only productive but also humane.

This study introduces a new approach in human resource management theory related to workload, work-life balance, and psychological contracts. This theory asserts that work-life balance and psychological contracts are significant strategic factors in improving employee job satisfaction. In today's challenging and stressful work environment, good work-life balance and adequate psychological contracts serve as protective mechanisms against employee burnout, decreased performance, and turnover.

Theoretically, this concept can be described as the Holistic Satisfaction Balance and Contract Model, which emphasizes that an optimal balance between job demands, personal needs, and fulfilled psychological contracts (such as career development, salary, good coworkers) not



only affects employee well-being but also contributes directly to the achievement of company performance. This model provides a foundation for further research on the long-term impact of work-life balance policies and psychological contracts on operational efficiency and overall company performance.

CONCLUSION

This study concludes that workload, work-life balance, and psychological contracts play a significant role in shaping employee job satisfaction at PT. PLN (Persero) UPT Makassar. The empirical findings demonstrate that workload has a negative and significant effect on job satisfaction, indicating that excessive job demands, time pressure, and task accumulation tend to reduce employees' sense of satisfaction at work. Conversely, work-life balance and psychological contracts were found to have positive and significant effects on job satisfaction. Employees who are able to balance their professional responsibilities with personal life demands report higher levels of satisfaction, motivation, and emotional well-being. Likewise, when employees perceive that the organization fulfills its implicit promises—such as career development opportunities, fair treatment, welfare support, and recognition—their trust, loyalty, and satisfaction increase. The simultaneous test results further confirm that these three variables jointly exert a strong and meaningful influence on employee job satisfaction, with the regression model explaining a substantial proportion of the variance in satisfaction levels among employees at PT. PLN UPT Makassar.

From a practical perspective, these findings highlight the importance of holistic human resource management in high-demand public service organizations such as PT. PLN. Management is encouraged to continuously evaluate and balance workload distribution across work units, especially those experiencing disproportionately high job demands. Strengthening policies that support flexible working arrangements, rest periods, and time management can further enhance employees' work-life balance. In addition, maintaining and reinforcing positive psychological contracts through transparent communication, consistent career development pathways, fair compensation, and genuine organizational support will foster long-term employee commitment and satisfaction. Although this study is limited by its single-case design and relatively small sample



size, it provides meaningful insights into how organizational practices can protect employee well-being and sustain performance. Future research is recommended to include additional variables such as leadership style, organizational culture, and job stress, as well as broader samples across different PLN units or industries, to deepen understanding of the determinants of employee job satisfaction in dynamic work environments.

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