



The Relationship Between Workload, Discipline And Compensation Towards Employee Job Satisfaction

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Abstract: This study aims to examine the relationship between workload, work discipline, and compensation and their joint effect on employee job satisfaction at PT Kinarya Utama Teknik, an information technology infrastructure company based in Makassar. The research employs an associative quantitative design using a survey method. Primary data were collected through structured questionnaires from 70 permanent employees selected using proportioned stratified random sampling. The data were analyzed using multiple linear regression with the support of SPSS version 26, complemented by F-tests, t-tests, and the coefficient of determination (R^2) to test the research hypotheses. The results show that workload, work discipline, and compensation simultaneously have a significant effect on employee job satisfaction, with an Adjusted R^2 value of 0.828, indicating that 82.8% of the variance in job satisfaction is explained by the three independent variables. Partially, workload, work discipline, and compensation each have a positive and significant influence on job satisfaction, as indicated by t-values that exceed the critical t-table value and significance levels below 0.05. These findings suggest that a balanced workload, consistent and fair application of discipline, and adequate, equitable compensation schemes are key determinants of employees' satisfaction in a high-demand technical work environment. The study provides important implications for human resource management, highlighting the need for organizations to design integrative policies on workload distribution, disciplinary systems, and compensation packages to enhance job satisfaction and support sustainable employee performance. Future research is recommended to include additional variables such as leadership style, work environment, and career development to obtain a more comprehensive model of job satisfaction.

Keywords: Job Satisfaction, Workload, Discipline, Compensation.

INTRODUCTION

Humans play a vital role as the primary element driving the organization's operations. Without human resources, even if other factors such as resources, technology, and organizational structure are in place, the organization will not be able to function effectively. Humans act as the primary driver and determine the direction of achieving organizational goals. Therefore, organizations must be able to provide positive direction, motivation, and coaching to their members (Afandi, 2021). Job satisfaction is a crucial aspect that companies need to pay attention to, as its improvement doesn't just happen. Achieving it requires an active role from both the company and employees (Elimanafe et al., 2023).

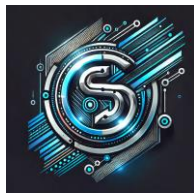


Improving the quality of human resources (HR) in line with technological developments is essential because HR is the key to a company's success (Karmana et al., 2024). Effective HR management must focus on the formation, development, motivation, and maintenance of HR that aligns with the company's needs (Dunggio, 2020). In practice, job satisfaction is influenced by several factors, including workload, discipline, and compensation. Workload encompasses everything around employees that can be a factor in their successful work. A supportive environment involves not only physical aspects such as cleanliness, lighting, room temperature, and office layout, but also psychosocial aspects such as social interactions between employees and good relationships with superiors. A positive work environment can create a comfortable and safe atmosphere, thereby improving employee performance (Handayani, 2020).

Job satisfaction is an emotional attitude that reflects a person's level of satisfaction with their job, characterized by feelings of joy, attachment, and love for their duties and responsibilities. This attitude is reflected in work enthusiasm, discipline, and achievement in the workplace, which are influenced not only by work experience but also by factors outside of work that shape the worker's emotional balance (Hasibuan in Fajri, 2024). Job satisfaction is influenced by a comfortable work environment, fair compensation, flexible company policies, and career development opportunities (Alliah et al., 2024). Social support, recognition of achievements, appropriate work challenges, effective management, and rewards and incentives also play an important role in increasing employee motivation and satisfaction.

Workload is a task and responsibility that must be completed within a certain time according to individual capacity (Hasyim, 2020). A balanced workload can improve employee performance and satisfaction with the indicators used to assess workload being: 1) Targets to be achieved, 2) Working conditions, and 3) Use of working time (Budiasa in Rohman, 2023).

Work discipline, which is the awareness and readiness of employees to voluntarily comply with applicable rules and norms, based on personal responsibility, not coercion (Hasyim et al. in Safrila & Nurvi, 2024), is one of the determining indicators of employee job satisfaction. This discipline can be measured by indicators that include clear and appropriate goals, exemplary leadership, appreciation for employees, fair treatment, active supervision (Waskat), and firm and fair sanctions (Hasibuan in Diana, T & Didi, 2022). These factors play a crucial role in fostering discipline and increasing employee commitment and job satisfaction with the company.



Compensation is a reward given to employees as a reward for their work, whether in the form of money, facilities, or career development opportunities. The main purpose of providing compensation is to motivate employees to remain productive and feel appreciated by the company (Handoko in Yuliani, 2023). The four compensation indicators according to Zunaidah et al. (2024) used to measure include: (a) Wages/Salary, namely payment based on working hours; (b) Incentives, additional income outside of salary; (c) Benefits, such as insurance, vacation, and pension; and (d) Facilities, such as official cars, parking spaces, and work facilities.

PT. Kinarya Utama Teknik (KUT) is a company engaged in the IT industry which is one of the companies that offers products and services indirectly. Focusing on infrastructure such as maintaining signal towers to continue transmitting stable and efficient signals, maintaining the quality of the internet network throughout South Sumatra. As a company that focuses on infrastructure, this company has a fairly high workload where most of the employees are field workers who are directly involved in signal tower maintenance by climbing high towers for maintenance. Performing tasks that must be on standby for the smooth signal transmitted, makes most employees feel that their rest and holiday time is often used for overtime, also many employees feel that the minimal provision of overtime incentives for their assignments has not met expectations. Related to workload, employees, especially those in the field, are required to have various skills in completing tasks that are sometimes quite heavy and require in-depth understanding. In addition, related to workload allowances and office facilities, there is still room for employees to feel dissatisfied in their acceptance.

METHOD

This type of research is associative which aims to determine the influence between two or more variables. The data used are primary and secondary data with a data collection method using a questionnaire with a sample of 70 out of a total of 83 permanent employee populations selected as respondents. The analysis tools used are multiple linear regression (SPSS version 26), F Test, t Test, and coefficient of determination. The sampling technique used is Proportioned Stratified random sampling with an analysis technique using qualitative analysis that is quantified. Describe in detail the methods used including, observed variables, how to measure, the model used, and data collection and analysis techniques.



RESULTS AND DISCUSSION

Table 1. Multiple Linear Regression Analysis
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficient
		B	Std. Error	Beta
1	(Constant)	.520	1,520	
	Workload	.363	.105	.350
	Work Discipline	.436	.120	.382
	Loyalty	.237	.117	.191

Source: Based on SPSS Ver.26, 2025 calculations.

Based on table 1 above, it can be seen that the constant value of 0.520 is positive, indicating that if the workload, discipline, and compensation are 0 (fixed), then the job satisfaction of PT. Kinarya Utama Teknik Makassar City employees is 0.520.

MarkThe workload coefficient is 0.363, indicating that the workload variable has a positive influence on the job satisfaction of employees at PT. Kinarya Utama Teknik, Makassar City. This means that if the workload is increased, the job satisfaction of employees at PT. Kinarya Utama Teknik, Makassar City will increase. Conversely, if the workload decreases, the job satisfaction of employees at PT. Kinarya Utama Teknik, Makassar City will decrease.

MarkThe discipline coefficient of 0.436 indicates that the discipline variable has a positive influence on employee job satisfaction at PT. Kinarya Utama Teknik, Makassar City. This means that if discipline is improved, employee job satisfaction will increase. Conversely, if discipline decreases, employee job satisfaction will decrease.

Table 2. F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1401.112	3	467,037	112,018	.000b
	Residual	275,174	66	4,169		
	Total	1676.286	69			

Source: Based on SPSS Ver.26, 2025 calculations.

Based on the table above, it can be seen that the F count value is $112.018 > F$ table 2.51, with a sig. level of $F 0.000 < 0.05$ (significant), then H_0 is rejected and H_a is accepted, meaning that there is a significant influence of workload, discipline, and compensation on employee job satisfaction at PT. Kinarya Utama Teknik, Makassar City.



Table 3. T-Test Results

Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.779	.762		1.022	.311
	Beban Kerja	.470	.131	.462	3.576	.001
	Disiplin Kerja	.294	.139	.269	2.110	.039
	Kompensasi	.241	.116	.220	2.070	.042

Sumber : Berdasarkan perhitungan SPSS Ver.26, 2025.

Based on table 3 above, it can be seen that the t-value is $3.576 > t\text{-table } 1.668$, with a sig. level of $0.001 < 0.05$ (significant), so H_{o2} is rejected and H_{a2} is accepted, meaning there is a significant influence of the workload variable on the job satisfaction of employees of PT. Kinarya Utama Teknik, Makassar City.

Markt count $2.110 > t\text{ table } 1.668$, with a significance level of $0.001 < 0.05$ (significant), then H_{o3} is rejected and H_{a3} is accepted, meaning there is a significant influence of the discipline variable on the job satisfaction variable of PT. Kinarya Utama Teknik, Makassar City

Marktcoun $2.070 > t\text{table } 1.668$, with a sig. level of $0.047 < 0.05$ (significant), then H_{o4} is rejected and H_{a4} is accepted, meaning there is a significant influence of the compensation variable on the job satisfaction variable of PT. Kinarya Utama Teknik, Makassar City.

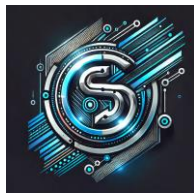
Table 4. Model Summary Determination Coefficient

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.914a	.836	.828	2,042

Source: Based on SPSS Ver.26, 2025 calculations.

Based on table II.4 above, it can be seen that the Adjusted R Square value (coefficient of determination) is 0.828 or 82.8%, meaning that workload, discipline, and compensation have an influence on increasing the level of job satisfaction of employees at PT. Kinarya Utama Teknik, Makassar City by 82.8%. While the remaining 17.2% is influenced by other variables not included in this study.

Discussion



The Influence of Workload, Discipline, and Compensation on Job Satisfaction at PT. Kinarya Utama Teknik, Makassar City

Based on the results of the analysis conducted, it is known that there is a significant influence of workload variables, discipline variables, and compensation variables on the job satisfaction of employees of PT. Kinarya Utama Teknik, Makassar City. The results of the simultaneous hypothesis test state that the F count value $>$ F table means there is a significant influence of workload, discipline, and compensation variables on the job satisfaction of employees of PT. Kinarya Utama Teknik, Makassar City. This means that workload, discipline, and compensation are interrelated in influencing the job satisfaction of employees of PT. Kinarya Utama Teknik, Makassar City.

The results of this study explain that it is true that workload, discipline, and compensation are aspects that greatly influence employee job satisfaction at PT. Kinarya Utama Teknik, Makassar City. This can be linked to the general description of respondents' answers to the questionnaire in the tabulation of respondent answer data which shows a very high level of disagreement, which proves that many employees admit that workload, discipline, and compensation at PT. Kinarya Utama Teknik, Makassar City have a decreasing impact on employee job satisfaction.

The Influence of Workload on Job Satisfaction at PT. Kinarya Utama Teknik, Makassar City

Based on the results of the analysis conducted, it is known that there is an influence of the workload variable on the job satisfaction variable of employees of PT. Kinarya Utama Teknik, Makassar City. The results of the partial hypothesis test show that there is a significant influence of the workload variable on the job satisfaction of employees of PT. Kinarya Utama Teknik, Makassar City. Therefore, H_{o2} is rejected and H_{a2} is accepted, meaning that there is a significant influence of the workload variable on the job satisfaction variable of employees at PT. Kinarya Utama Teknik, Makassar City.

This is in line with the theory of Alliah et al. (2024) that the factors that influence workload are: 1). Work Environment, 2). Compensation, 3). Company Policy, 4). Career Development, 5). Fairness and Discipline, 6). Achievement Recognition, 7). Challenges and Workload, 8). Awards and Incentives.



This is supported by previous research conducted by Imam Asyhari (2021), Lili E. Lucky Meilasari, et al. (2020), and Priyandi, et al. (2020), which stated that workload influences employee job satisfaction, with the variables Workload, Compensation, and Compensation as independent variables, and the results showed a positive effect. Likewise, research by Widanto (2024) stated that in this study, workload had a positive but insignificant effect on job satisfaction.

The Influence of Discipline on Job Satisfaction at PT. Kinarya Utama Teknik, Makassar City

Based on the results of the analysis conducted, it is known that there is an influence of discipline on the job satisfaction of employees of PT. Kinarya Utama Teknik, Makassar City. The results of the partial hypothesis test prove that there is a significant influence of the discipline variable on the job satisfaction of employees of PT. Kinarya Utama Teknik, Makassar City. Therefore, H_{o3} is rejected and H_{a3} is accepted, meaning that there is a significant influence of discipline on job satisfaction of PT. Kinarya Utama Teknik, Makassar City.

This is in line with Mullin's theory, which explains that several factors can influence job satisfaction, namely: 1) Personal factors, 2) Organizational factors, including personnel policies and regulations, discipline, nature of work, leadership style, management systems, and working conditions, and 3) Environmental factors.

The results of this study are supported by previous studies conducted by Susanti, S et al (2024), Meilasari, et al (2020), and Priyandi, et al (2020) with the equation that discipline variables have an influence on employee job satisfaction, but this is not in line with research conducted by Widiyanto (2024) with different results, namely work discipline has a negative and insignificant effect on job satisfaction.

The Effect of Compensation on Job Satisfaction at PT. Kinarya Utama Teknik, Makassar City

Based on the results of the analysis conducted, it is known that there is an influence of discipline variables on employee job satisfaction at PT. Kinarya Utama Teknik, Makassar City. The results of the partial hypothesis test show that there is a significant influence of compensation variables on employee job satisfaction at PT. Kinarya Utama Teknik, Makassar City. Therefore, H_{o4} is rejected and H_{a4} is accepted, meaning that there is a significant influence of compensation



on employee job satisfaction at PT. Kinarya Utama Teknik, Makassar City.

The results of this study are in line with the theory of Alliah et al. (2024) that the factors that influence workload are: 1). Work Environment, 2). Compensation, 3). Company Policy, 4). Career Development, 5). Fairness and Discipline, 6). Social Support, 7). Achievement Recognition, 8). Challenges and Workload, 9). Awards and Incentives.

The results of this study are supported by previous studies conducted by Priyandi, et al. (2020), Imam Asyahi (2021), Susanti, S et al. (2024), and Meilasari, et al. (2020), which stated that the equation of compensation variables has a significant effect on employee job satisfaction with the equation of compensation variables having a significant effect on job satisfaction.

CONCLUSION

The results of the study indicate that workload, discipline, and compensation have a significant effect on employee job satisfaction at PT. Kinarya Utama Teknik, Makassar City. This is evidenced by the calculated t value being greater than the t table (workload: $3.576 > 1.668$; discipline: $2.110 > 1.668$; compensation: $2.070 > 1.668$) and a significance value below 0.05. This means that these three variables have a significant effect on employee job satisfaction. In addition, effective communication, discipline, and skills development are important factors in creating a productive and harmonious work environment. Open interaction between employees strengthens teamwork and fair division of tasks. Compliance with regulations, competency training, and utilization of company facilities also contribute to improving performance and achieving company targets.

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