

The Influence of Compensation and Workload on Employee Satisfaction at PT Inti Logam Sukses Abadi

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Abstract: Job satisfaction is a crucial factor in determining employee productivity, loyalty, and performance. At PT Inti Logam Sukses Abadi, issues related to compensation that does not fully comply with minimum wage regulations and uneven workload distribution are still found, which are suspected to affect employee job satisfaction. This study aims to analyze the influence of compensation and workload on employee job satisfaction. The study used a quantitative approach with an associative method. The study population consisted of 78 employees, all of whom were sampled using a saturated sampling technique. Data were collected through a Likert-scale questionnaire and then analyzed using validity and reliability tests, classical assumption tests, simple and multiple linear regressions, correlation coefficients, coefficients of determination, and t-tests and F-tests using SPSS. The results showed that compensation had a positive and significant effect on job satisfaction, while workload had a negative and significant effect on job satisfaction. Simultaneously, both variables significantly influenced job satisfaction, with a coefficient of determination of 35.7%. The study concluded that increasing fair compensation and managing proportional workload are important strategies for improving employee job satisfaction..

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Introduction

Technological developments and increasing business competition have made human resources a key factor in organizational success. Good human resource management is necessary for employees to perform optimally and achieve company goals. One important aspect of this management is job satisfaction, as satisfied employees tend to be more productive, highly loyal, and capable of delivering better performance. While dissatisfaction can decrease motivation and even lead employees to leave the company (Muhtar, 2019:2). Surajiyo (2020:1), citing Werther and Davis, also states that human resources are workers who have the readiness and ability to achieve organizational goals.



Job satisfaction is influenced by various factors, particularly compensation and workload. Handoko, in Sudaryo (2019:11), explains that compensation is the reward provided by a company for an employee's work. Meanwhile, according to Frederick Herzberg and Home Affairs Ministerial Regulation No. 12 of 2008, workload relates to the amount of work based on predetermined volume and time standards. Appropriate compensation and a balanced workload will support job satisfaction, while the opposite can decrease employee motivation and performance (Rubiarti Nadia, 2020:37).

This phenomenon was evident at PT Inti Logam Sukses Abadi. During the 2021-2024 period, eight employees left the company, representing approximately 10.3% of the total workforce. Furthermore, the 2024 base salary of Rp4,490,000 was still below the Serang Regency minimum wage of Rp4,560,894, as stipulated in Banten Governor's Decree No. 561/Kep.293-Huk/2023. This situation indicates a problem suspected to be related to employee job satisfaction.

Problems are also evident in the uneven distribution of the workload. Some positions, such as HR, Production Admin, and Production Supervisor, are filled by only one employee, increasing the workload. Interviews with HR and several employees revealed that working hours often exceed the established standards due to urgent work requirements. Furthermore, employees complained about compensation that does not meet the minimum wage (UMK) and a lack of transparency in job promotions, which are suspected to impact job satisfaction levels.

These findings are supported by Desi Alawiyah (2024), who stated that employee motivation and responsibility decreased due to dissatisfaction with compensation. The results of a pre-test on 30 respondents also indicated real problems experienced by employees. On the other hand, research by Arisudana and Atidira (2025) showed that compensation and workload had a positive effect on job satisfaction, while Hernawati et al. (2025) found that compensation had a positive effect, but workload had a negative effect on job satisfaction. These differences in results indicate a research gap that requires further study.

Based on these conditions, this study aims to analyze the effect of compensation and workload on employee job satisfaction at PT Inti Logam Sukses Abadi, Serang Regency. This research is important because it examines the conditions of a company with relatively low turnover and a modest compensation gap, but still causing job satisfaction issues. The novelty of this study lies in examining the effect of compensation and workload on job satisfaction in a manufacturing company with these characteristics, thereby providing empirical evidence regarding employee job satisfaction.

Research methods

This study uses a quantitative approach with an associative method to analyze the effect of compensation and workload on employee job satisfaction at PT Inti Logam Sukses Abadi, Serang Regency. The quantitative approach was chosen because the study aims to objectively test the relationship between variables based on numerical data obtained through distributing questionnaires using a Likert scale, then analyzed statistically with the help of SPSS (Statistical Package for Social Science). This method is in accordance with the formulation of the problem and the research hypothesis that will be tested statistically. Sugiyono (2019: 16) explains that quantitative research is an approach based on the philosophy of positivism, used on certain populations or samples with data collection using research instruments and statistical analysis to test the formulated hypotheses.

The population in this study was all 78 employees of PT Inti Logam Sukses Abadi, Serang Regency (Sugiyono, 2019:126). The sampling technique used nonprobability sampling with a saturated sampling method so that all members of the population were used as research samples of 78 respondents (Sugiyono, 2019:127; 2019:133). This technique was chosen because the population size was relatively limited so that all employees could be used as respondents to obtain a more representative picture of the influence of compensation and workload on job satisfaction.

The research instrument used a questionnaire with a five-level Likert scale, ranging from strongly disagree to strongly agree (Sugiyono, 2019:146). The compensation variable was measured using salary, wages, incentives, and bonuses indicators based on Nawawi in Wardhana et al. (2022:90). The workload variable was measured using indicators of targets to be achieved, work conditions, time usage, and work standards based on Putra in Rolos et al. (2021:21). Meanwhile, the job satisfaction variable was measured using indicators of work, wages, promotions, supervision, and coworkers based on Afandi (2020:82). Prior to the analysis, the research instruments were tested for validity and

reliability using SPSS. Data analysis includes classical assumption tests consisting of normality tests, multicollinearity tests, and heteroscedasticity tests, then continued with simple linear regression analysis, multiple linear regression, correlation coefficient tests, determination coefficient tests, and hypothesis testing using t-tests and F-tests (Sugiyono, 2021; Wijayanti, 2021:37; Kumba, 2022:65; Sujana, 2019:72; Duli, 2019:162; 2019:167).

The research procedure began with the preparation of a research design, literature review, and preliminary study through observation and interviews to identify the research problem. Next, the research instrument was prepared based on the indicators for each variable, followed by the distribution of questionnaires to all respondents. The collected data were then tested for validity and reliability before being analyzed using statistical analysis techniques in accordance with the research objectives. The final stage of the research was carried out by interpreting the analysis results, testing the research hypotheses, and drawing conclusions regarding the effect of compensation and workload on employee job satisfaction at PT Inti Logam Sukses Abadi, Serang Regency.

Results and Discussion

Respondent Characteristics

Table 1. Respondent Data Based on Gender

No	Gender	Number of Respondents	Percentage
1	Man	72	92.3%
2	Woman	6	7.7%
Total		78	100%

Based on gender, the majority of respondents were male, 72 (92.3%), while 6 (7.7%) were female. The dominance of male respondents is in line with the characteristics of work at PT Inti Logam Sukses Abadi, which operates in the light steel and coil raw material sectors, thus requiring more male workers, while female respondents generally work in administration and support functions.

Table 2. Respondent Data Based on Age

No	Age (Years)	Number of Respondents	Percentage
1	17–25	27	34.6%
2	26–35	36	46.2%
3	> 36	15	19.2%
Total		78	100%

Based on age, the majority of respondents were between 26 and 35 years old (36 people) (46.2%), followed by 27 respondents aged 17 and 25 years old (34.6%), and 15 respondents aged over 36 years old (19.2%). These results indicate that the majority of employees are of productive age, in line with the company's operational needs in the light steel and coil raw material industry.

Table 3. Respondent Data Based on Education

No	Education	Number of Respondents	Percentage
1	High School/Equivalent	66	84.6%
2	Diploma	3	3.8%

3	S1	9	11.5%
4	S2	0	0%
Total		78	100%

Based on education level, the majority of respondents (66 respondents) were high school graduates (84.6%), followed by 9 (11.5%) with a bachelor's degree and 3 (3.8%) with a diploma. There were no respondents with a master's degree.

Descriptive Analysis of Respondents' Assessments or Answers

Table 4. Respondent Response Interval

No	Category Criteria / Interpretation	Interval Scale
1	Strongly Disagree / Strongly Disagree	1.00 – 1.79
2	Disagree / Not Good	1.80 – 2.59
3	Quite Agree / Quite Good	2.60 – 3.39
4	Agree / Good	3.40 – 4.19
5	Strongly Agree / Very Good	4.20 – 5.00

Referring to the parameters above, measurements or subject responses can be carried out in accordance with the statement points as follows:

Based on the results of the descriptive analysis, the compensation variable (X1) obtained an average value of 3.51, which is included in the good category. The indicator with the highest average value was the statement regarding the bonus benefits provided by the company (3.97), while the lowest value was the statement that salaries were in accordance with government regulations (2.85) with a fairly good category. These results indicate that respondents assessed the compensation provided by the company as good, but there were still less than optimal assessments regarding the suitability of salaries with applicable regulations.

The workload variable (X2) obtained an average value of 3.28, categorized as quite good. The highest average value was found in the statement regarding work standards applicable in the company (3.56), while the lowest value was found in the statement that respondents continued to work during break time (2.90). These findings indicate that the workload is considered quite good, although there are still several conditions that require attention, especially regarding the use of working time.

Meanwhile, the job satisfaction variable (Y) obtained an average value of 3.76 which is included in the good category. The highest average value is found in the coworker support indicator (4.50) with a very good category, while the lowest value is found in the indicator of the suitability of task implementation with job content (3.48) which is still in the good category. Overall, these results indicate that the level of job satisfaction of PT Inti Logam Sukses Abadi employees is in the good category, with coworker support being the aspect that received the highest rating.

Research Data Instrument Testing

Table 5. Results of the Validity Test of the Compensation Variable (X1)

Variables	Item No.	r_{hitung}	r_{tabel}	Information
	X1.1	0.649	0.223	VALID
	X1.2	0.589	0.223	VALID

Variables	Item No.	r_{hitung}	r_{tabel}	Information
Compensation (X1)	X1.3	0.664	0.223	VALID
	X1.4	0.750	0.223	VALID
	X1.5	0.741	0.223	VALID
	X1.6	0.684	0.223	VALID
	X1.7	0.694	0.223	VALID
	X1.8	0.634	0.223	VALID
	X1.9	0.507	0.223	VALID
	X1.10	0.328	0.223	VALID

Based on the analysis results, all question items in the Compensation variable (X1) showed a calculated r value that was greater than the table r of 0.223.

Table 6. Results of the Validity Test of the Workload Variable (X2)

Variables	Item No.	r_{hitung}	r_{tabel}	Information
Workload (X2)	X2.1	0.594	0.223	VALID
	X2.2	0.650	0.223	VALID
	X2.3	0.692	0.223	VALID
	X2.4	0.702	0.223	VALID
	X2.5	0.669	0.223	VALID
	X2.6	0.677	0.223	VALID
	X2.7	0.688	0.223	VALID
	X2.8	0.622	0.223	VALID
	X2.9	0.367	0.223	VALID
	X2.10	0.325	0.223	VALID

Data analysis explains that the calculated r value for the Workload variable (X2) exceeds the table r (0.223).

Table 7. Result of Validity Test of Job Satisfaction Variable (Y)

Variables	Item No.	r_{hitung}	r_{tabel}	Information
	Y.1	0.495	0.223	VALID

Variables	Item No.	r_{hitung}	r_{tabel}	Information
Job Satisfaction (Y)	Y.2	0.484	0.223	VALID
	Y.3	0.522	0.223	VALID
	Y.4	0.649	0.223	VALID
	Y.5	0.721	0.223	VALID
	Y.6	0.728	0.223	VALID
	Y.7	0.723	0.223	VALID
	Y.8	0.696	0.223	VALID
	Y.9	0.644	0.223	VALID
	Y.10	0.522	0.223	VALID

Based on the results of the validity test, all items in the job satisfaction variable (Y) have a calculated r value that is greater than the table r (0.223).

Table 8. Reliability Test Results

Variables	Cronbach Alpha	Cronbach Alpha Standard	Information
Compensation (X1)	0.833	0.60	Reliable
Workload (X2)	0.807	0.60	Reliable
Job Satisfaction (Y)	0.823	0.60	Reliable

Based on the test results, all research variables showed Cronbach's Alpha values that were above the minimum limit of 0.60.

Classical Assumption Testing

Table 9. Results of Normality Test with Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		78
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.27628747
Most Extreme Differences	Absolute	.078
	Positive	.078
	Negative	-.062
Test Statistic		.078
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

The normality test results showed a significance value of 0.200, greater than 0.05, indicating a normal distribution of the residual data. This is also supported by the Normal Probability Plot graph, which shows the distribution of points following a diagonal line.

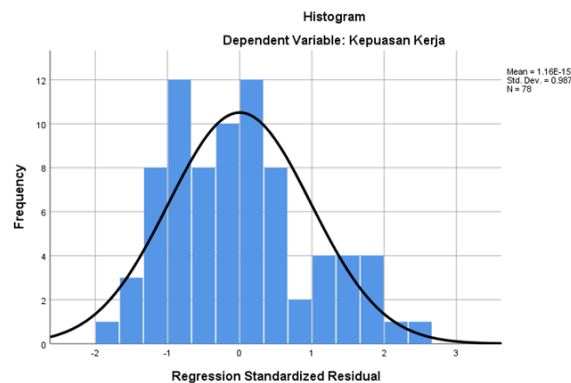


Figure 1. Normality Test Results Diagram

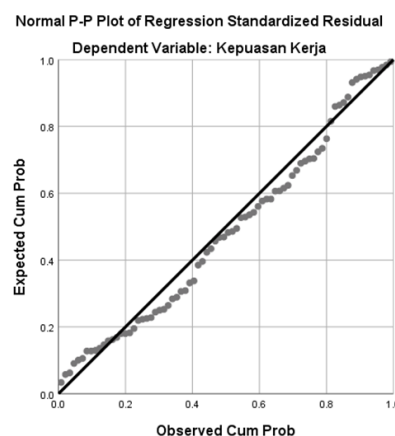


Figure 2. PP Plot Graph of Normality Test Results

Table 10. Multicollinearity Test Results

Coefficients ^a							
Model	Unstandardized Coefficients			Standardized Coefficients		Collinearity Statistics	
	B	Std. Error		Beta	t	Sig.	Tolerance VIF
1							
	(Constant)	46.332	9.103		5.090	.000	
	Kompensasi	.309	.075	.436	4.110	.000	.763 1.311
	Beban Kerja	-.482	.205	-.249	-2.350	.021	.763 1.311

a. Dependent Variable: Kepuasan Kerja

The multicollinearity test results indicate that the compensation and workload variables do not exhibit multicollinearity. This is indicated by a tolerance value of 0.763 (>0.10) and a VIF value of 1.311 (<10), thus ensuring the regression model meets the multicollinearity-free assumption.

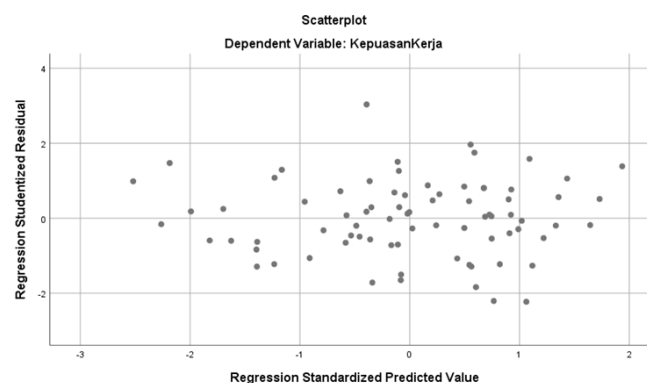


Figure 3. Scatter Plot Graph of Heteroscedasticity Test Results

The observed data scatterplot shows no clear pattern. This indicates the absence of heteroscedasticity in the regression model, making it a valid instrument for further analysis.

Quantitative Analysis

Table 11. Results of Simple Linear Regression Test of Compensation Variable (X1) on Job Satisfaction (Y)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.580	2.278		11.228	.000
	Kompensasi	.395	.068	.557	5.844	.000

a. Dependent Variable: Kepuasan Kerja

The results of the simple regression analysis produce the equation $Y = 25.580 + 0.395X_1$. The constant value of 25.580 indicates the level of job satisfaction when compensation is considered constant, while the regression coefficient of 0.395, which is positive, indicates that every one unit increase in compensation will increase job satisfaction by 0.395 units. A significance value of 0.000 (<0.05) indicates that compensation has a positive and significant effect on job satisfaction.

Table 12. Results of Simple Linear Regression Test of Workload Variable (X2) on Job Satisfaction (Y)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	71.750	7.344		9.770	.000
	Beban Kerja	-.893	.197	-.461	-4.531	.000

a. Dependent Variable: Kepuasan Kerja

The results of a simple regression analysis produce the equation $Y = 71.750 - 0.893X_2$. The constant value of 71.750 indicates the level of job satisfaction when the workload is considered constant, while the regression coefficient of -0.893 indicates that every one unit increase in workload will decrease job satisfaction by 0.893 units. A significance value of 0.000 (<0.05) indicates that workload has a negative and significant effect on job satisfaction.

Table 13. Results of Multiple Regression Test of Compensation Variables (X1) and Workload (X2) on Job Satisfaction (Y)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	46.332	9.103		5.090	.000
	Kompensasi	.309	.075	.436	4.110	.000
	Beban Kerja	-.482	.205	-.249	-2.350	.021

a. Dependent Variable: Kepuasan Kerja

The results of multiple linear regression analysis produce the equation $Y = 46.332 + 0.309X_1 - 0.482X_2$. The constant value of 46.332 indicates the level of job satisfaction when compensation and workload are considered constant. The compensation coefficient of 0.309 indicates that an increase in compensation will increase job satisfaction by 0.309 units, while the workload coefficient of -0.482 indicates that an increase in workload will decrease job satisfaction by 0.482 units. These results indicate that compensation has a positive effect, while workload has a negative effect on employee job satisfaction.

Table 14. Results of the Partial Correlation Coefficient Test of Compensation (X1) on Job Satisfaction (Y)

		Correlations	
		Kompensasi	Kepuasan Kerja
Kompensasi	Pearson Correlation	1	.557**
	Sig. (2-tailed)		.000
	N	78	78
Kepuasan Kerja	Pearson Correlation	.557**	1
	Sig. (2-tailed)	.000	
	N	78	78

** . Correlation is significant at the 0.01 level (2-tailed).

The results of data processing show a correlation coefficient value of 0.557 with a significance of 0.000.

Table 15. Results of the Partial Correlation Coefficient Test of Workload (X2) on Job Satisfaction (Y)

		Correlations	
		Beban Kerja	Kepuasan Kerja
Beban Kerja	Pearson Correlation	1	-.461**
	Sig. (2-tailed)		.000
	N	78	78
Kepuasan Kerja	Pearson Correlation	-.461**	1
	Sig. (2-tailed)	.000	
	N	78	78

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the analysis, a correlation value of -0.461 was obtained with a significance level of 0.000. This figure indicates a moderate negative relationship between workload and job satisfaction. This relationship indicates that the higher the workload an employee receives, the lower their job satisfaction tends to be.

Table 16. Results of the Simultaneous Correlation Coefficient Test of Compensation (X1) and Workload (X2) on Job Satisfaction (Y)

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.598 ^a	.357	.340	4.333	.357	20.856	2	75	.000

a. Predictors: (Constant), Beban Kerja, Kompensasi

b. Dependent Variable: Kepuasan Kerja

The results of the simultaneous analysis showed a correlation value (R) of 0.598, which indicates a fairly strong relationship between compensation and workload together with job satisfaction.

Table 17. Results of Partial Determination Coefficient Test of Compensation (X1) on Job Satisfaction (Y)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557 ^a	.310	.301	4.460

a. Predictors: (Constant), Kompensasi

b. Dependent Variable: Kepuasan Kerja

The test results show that compensation has a significant contribution to job satisfaction, with a coefficient of determination (R Square) of 31.0%. This figure means that the compensation variable can explain approximately 31.0% of the variation in changes in employee job satisfaction.

Table 18. Results of the Partial Determination Coefficient Test of Workload (X2) on Job Satisfaction (Y)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.461 ^a	.213	.202	4.764

a. Predictors: (Constant), Beban Kerja
b. Dependent Variable: Kepuasan Kerja

Based on the analysis results, the workload variable (X2) also shows a contribution to job satisfaction with a coefficient of determination (R Square) of 21.3%.

Table 19. Results of the Simultaneous Test of the Determination Coefficient of Compensation (X1) and Workload (X2) on Job Satisfaction (Y)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.598 ^a	.357	.340	4.333

a. Predictors: (Constant), Beban Kerja, Kompensasi
b. Dependent Variable: Kepuasan Kerja

Simultaneously, the analysis results show that the combination of compensation variables (X1) and workload (X2) contributes to job satisfaction (Y). The coefficient of determination (R Square) value obtained shows the magnitude of the proportion of the influence of the two independent variables in explaining changes in the dependent variable, namely job satisfaction.

Hypothesis Testing

Table 20. Results of Hypothesis Test (t-Test) of Compensation Variable (X1) on Job Satisfaction (Y)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.580	2.278		11.228	.000
	Kompensasi	.395	.068	.557	5.844	.000

a. Dependent Variable: Kepuasan Kerja

The results of statistical testing show that the t-count value of 5.844 is greater than the t-table of 1.992, and the significance value (p-value) is below 0.05, namely $0.000 < 0.050$.

Table 21. Results of Hypothesis Test (t-Test) of Workload Variable (X2) on Job Satisfaction (Y)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	71.750	7.344		9.770	.000
	Beban Kerja	-.893	.197	-.461	-4.531	.000

a. Dependent Variable: Kepuasan Kerja

Based on the results of data processing using the SPSS application in Table 4.24, the t-test results for the workload variable (X2) on job satisfaction (Y) were obtained. The calculated t-value was recorded at 4.531, which is greater than the t-table of 1.992. In addition, the significance value shows a figure of 0.000, which is smaller than 0.05.

Table 22. Results of Simultaneous Hypothesis Testing (F Test) of Compensation (X1) and Workload (X2) on Job Satisfaction (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	783.109	2	391.554	20.856	.000 ^b
	Residual	1408.071	75	18.774		
	Total	2191.179	77			

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), Beban Kerja, Kompensasi

The test results show that the calculated F-value of 20.856 is greater than the F-table value of 3.12. Furthermore, the significance value is recorded at 0.000, which is less than 0.05.

Discussion of Research Results

1. The Effect of Compensation (X1) on Job Satisfaction (Y)

The results of the simple linear regression analysis produce the equation $Y = 25.580 + 0.395X_1$. The model shows that any increase in the compensation variable will be followed by an increase in job satisfaction. The correlation coefficient (R) value of 0.557 indicates that the relationship between compensation and job satisfaction is at a moderate level. Meanwhile, the R Square value of 0.310 indicates that 31.0% of the variation in job satisfaction can be explained by compensation, while the remaining 69.0% is influenced by other factors outside the research model. The t-test results show a t-count value of 5.844 which is greater than the t-table of 1.992, and a significance value of 0.000 which is below 0.05. Based on these results, H_0 is rejected and H_1 is accepted. This means that compensation is proven to have a significant influence on the job satisfaction of PT Inti Logam Sukses Abadi employees. Empirically, this phenomenon is related to the lack of alignment of actual remuneration with the Regency/City Minimum Wage (UMK) standard. This discrepancy affects employees' perceptions of fairness in their compensation, thus directly impacting their job satisfaction. The results of this study align with Hasibuan's (2019) theory, which asserts that compensation adequacy is a key determinant in shaping employee professional satisfaction.

Furthermore, the results of this study reinforce the research findings of Arisudana and Atidira (2025), which confirmed the significant influence of compensation on staff job satisfaction. Thus, compensation has been shown to be a consistent determinant of professional satisfaction, particularly in organizations with operational characteristics that require physical contributions and a high level of discipline, as observed in the work environment of PT Inti Logam Sukses Abadi.

2. Effect of Workload (X2) on Job Satisfaction (Y)

The results of data processing using simple linear regression produce the equation $Y = 71.750 - 0.893X_2$. The model shows that changes in the workload variable have a negative relationship with job satisfaction, which means that an increase in workload tends to be followed by a decrease in the level of employee job satisfaction. The correlation value (R) of -0.461 indicates a moderate but opposite relationship between workload and job satisfaction. Furthermore, the coefficient of determination (R Square) of 0.213 indicates that the contribution of the workload variable in explaining variations in job satisfaction is 21.3%, while the other 78.7% is influenced by other variables outside this study. In hypothesis testing using the t-test, the calculated t-value is -4.531 which is absolutely greater than the t-table of 1.992. In addition, the significance value of 0.000 is smaller than 0.05. Based on the testing criteria, H_0 is rejected and H_1 is accepted. Thus, statistically, workload is proven to have a significant influence on employee job satisfaction at PT Inti Logam Sukses Abadi.

These findings also indicate that the higher the workload an employee receives, the lower their perceived job satisfaction. This condition is thought to occur due to an imbalance in the number of workers in several departments, resulting in an uneven workload and resulting in higher work pressure and fatigue. These results align with Tarwaka's (2019) opinion, which explains that excessive workload can trigger physical and psychological fatigue and reduce job satisfaction. Furthermore, this study also supports the findings of Hernawati et al. (2025), who stated that workload has a significant influence on employee job satisfaction.

3. The Effect of Compensation (X1) and Workload (X2) on Job Satisfaction (Y)

Research conducted at PT Inti Logam Sukses Abadi shows that variables (X1) and (X2) have a significant impact on variable (Y). This is proven through the regression equation $Y = 46.332 +$

0.309X1 - 0.482X2. The close correlation between the independent and dependent variables is shown by a correlation coefficient of 0.598. The regression coefficient value for the compensation variable (X1) shows a positive sign, which indicates a unidirectional relationship with job satisfaction. This means that the better the level of compensation received by employees, the higher the job satisfaction tends to be. Conversely, the workload variable (X2) has a negative regression coefficient. This illustrates an inverse relationship, namely that the higher the workload, the lower the level of job satisfaction. With a determination coefficient value of 0.357, approximately 35.7% of the variation in job satisfaction can be described by compensation and workload. The remaining 64.3% can be caused by other factors. Hypothesis testing shows that the calculated F value (20.856) exceeds the F table limit (3.12). The test results indicate that the null hypothesis (H_0) cannot be maintained and is therefore rejected, while the alternative hypothesis (H_a) is accepted. Thus, it can be stated that there is a significant simultaneous influence between compensation and workload on job satisfaction. Overall, these findings confirm that both independent variables together contribute significantly to the level of employee job satisfaction at PT Inti Logam Sukses Abadi.

Conclusion

This study proves that compensation has a positive and significant effect on employee job satisfaction, while workload has a negative and significant effect on job satisfaction at PT Inti Logam Sukses Abadi. Simultaneously, both variables also have a significant effect on job satisfaction with the ability to explain variations in job satisfaction by 35.7%, while the remainder is influenced by other factors outside the research model. These findings indicate that increasing fair and appropriate compensation can increase job satisfaction, while excessive workload tends to decrease employee job satisfaction. However, this study has limitations because it only involved one company with a limited number of respondents, used a quantitative questionnaire-based approach, and only tested two independent variables so that the results cannot be generalized widely to other industrial sectors.

The practical implications of this study suggest that companies need to evaluate their compensation systems to make them more competitive and compliant with applicable regulations, while simultaneously managing workload distribution more proportionally through adjustments to workforce size, task allocation, and effective work schedule management. These efforts are expected to improve job satisfaction while supporting employee productivity and retention. For further research, it is recommended to expand the research object to different companies or industrial sectors, use a larger sample size, and add other variables such as work motivation, work environment, leadership, organizational culture, or work-life balance to obtain a more comprehensive model to explain the factors influencing employee job satisfaction.

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