

THE INFLUENCE OF WORKLOAD, WORK MOTIVATION, COMMUNICATION ON JOB SATISFACTION AT PT. ARLENE JAYA MANDIRI IN CIKARANG

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ABSTRACT

This research aims to determine the effect of workload, work motivation, communication on job satisfaction at PT. Arlene Jaya Mandiri in Cikarang. The author in this study used quantitative descriptive research with a cross sectional method. The population in this study were employees of PT. Arlene Jaya Mandiri. Sample selection was carried out using a non-probability sampling method with purposive sampling technique. In this research there are criteria for selecting a sample of PT employees. Arlene Jaya Mandiri who has worked for at least 1 year, with a sample size of 150 respondents for this research. From the data obtained, data processing will be carried out via SmartPLS 4.0 software using the Structural Equation Modeling (SEM) method. The research results show through hypothesis testing that all independent variables have a positive effect on job satisfaction at PT. Arlene Jaya Mandiri in Cikarang.

Keywords: *Workload, work motivation, communication, and job satisfaction*

1. INTRODUCTION

Manufacturing companies always experience challenges and increasingly fierce competition in the industrial world. To be able to compete effectively, companies carry out evaluations regarding employee job satisfaction so that they are motivated, productive, and satisfied with their work. Employee job satisfaction is an important indicator in evaluating the effectiveness of human resource management and contributions to overall company performance. The phenomenon faced by employees is related to job satisfaction, namely that employees who are given responsibility for work do not match their expertise and skills. Therefore, to understand the factors that influence employee job satisfaction. The author conducted research using three important variables that companies need to pay attention to in order to compete and face challenges, namely workload, work motivation and communication which can influence job satisfaction.

Well-managed workloads can help companies maximize production process efficiency and achieve specified production targets. However, a workload that is not optimally managed can result in physical and mental fatigue in employees, which will have an impact on employee job satisfaction. By increasing the workload that is appropriate and not excessive according to the employee's abilities, employee job satisfaction will increase, by increasing the workload the employee will be more serious and can utilize their working time well so that the employee's performance will be higher, with higher employee performance, employee job satisfaction will increase Bahri et al. (2022) [1]. Therefore, it is important to understand how manufacturing companies can manage employee workload effectively.

Work motivation is a key factor in creating productive job satisfaction. Employees who feel motivated tend to be more contributing, creative, and have higher levels of job satisfaction. Therefore, every employee should receive encouragement as a driving force to achieve goals. Thus, work motivation is a driving force and incentive for individuals to carry out activities to achieve a goal which can come from within themselves or from encouragement from others Pinarto and Ekawati (2023) [2].

Good communication between all levels in manufacturing industrial companies also has an important role in maintaining effectiveness and balance in the workplace. Employees need to have good access to communication to get information, be able to communicate with colleagues, and have open communication channels with the company. The better the communication relationship, the better the chances of their cooperation. With good and effective communication, employee job satisfaction will increase Bahri et al. (2022) [1]. Lack of communication can disrupt employee performance and job satisfaction.

To increase employee job satisfaction in manufacturing industrial companies, research needs to be carried out at PT. Arlene Jaya Mandiri in depth to understand how the interaction between workload, work motivation and communication affects job satisfaction. The results of research at PT. Arlene Jaya Mandiri are expected to provide practical guidance for the management of manufacturing industrial companies in designing more effective human resource management strategy phenomena. In this way, companies can maximize job satisfaction, employee performance, minimize turnover, and achieve employee productivity levels, which will have a positive impact on the company's competitiveness in the competitive global market. Apart from that, research at PT. Arlene Jaya Mandiri can also provide valuable scientific learning in human resource management literature, as well as being the basis for further research in the manufacturing industry.

2. RESEARCH METHOD

Employees have different characteristics in dealing with problems and completing their work, so superiors and companies must pay attention to several things that can influence employee satisfaction at work.

The problem formulation in this research is as follows:

- a) Does workload have an influence on employee job satisfaction at PT. Arlene Jaya Mandiri in Cikarang?
- b) Does work motivation have an influence on employee job satisfaction at PT. Arlene Jaya Mandiri in Cikarang?
- c) Does communication have an influence on employee job satisfaction at PT. Arlene Jaya Mandiri in Cikarang?

This research was conducted to determine the effect of workload, work motivation, and communication on employee job satisfaction at PT. Arlene Jaya Mandiri in Cikarang. Apart from that, this research aims to help companies find out how satisfied employees are with their job. According to Nurhasanah et al. (2022) [3], workload is the work demands and work targets that must be completed which cause tension within an employee so that this will result in the employee

not completing the work optimally. Apart from that, according to Malino (2020) [4], workload is a collection of work given by superiors to employees which must be completed by a company or position holder within a certain period. Meanwhile Zulhe (2020) [5] defines workload as the amount of work that needs to be done by a position or company and is the product of workload and time criteria. According to Siboro (2022) [6], workload is the amount of work given to an employee and must be completed within a certain time period.

By increasing the workload according to employee abilities, employee job satisfaction will increase. Employees will feel better as the workload increases, and employee work time can be used in a way that improves employee performance. Thus, the higher the employee's performance, the higher the employee's job satisfaction. This research found that workload has a significant influence on job satisfaction Bahri et al. (2022) [1].

From the definition above, it can be concluded that workload is the workload given by a superior which must be completed within a certain period by an employee which includes job demands, work targets and time rules.

Work Motivation

According to Pinarto and Ekawati (2023) [2], work motivation is the driving force and encouragement for employees to work to achieve their goals, both from themselves and from encouragement from others. Apart from that, according to Hidayat et al. (2018) [7] work motivation is an employee's response to a series of statements regarding the overall efforts that originate from within the employee to increase work motivation and achieve the employee's desired goals.

Meanwhile A. Saputra (2018) [8] defines work motivation as a set of attitudes and values that influence individuals to achieve certain things in accordance with their goals. These attitudes and values are intangible values that empower individuals to act in such a way as to achieve their goals. Apart from that, Irawati et al. (2019) [9] states that work motivation is an impulse that directs a person to take action to achieve a certain goal. Company employee job satisfaction is mainly influenced by work motivation. To improve job satisfaction and staff performance, organizations should focus more on employee motivation. This has been proven in research that work motivation has a positive and significant effect on employee job satisfaction Turangan & Christian (2023) [10]. From the definition above, it can be concluded that work motivation is a series of encouragement and determination so that employees are motivated to complete the work given by their superiors to employees in the form of responsibility to achieve certain goals.

Communication

According to Makkira et al. (2022) [11] defines communication as a process where someone conveys messages or information to other people. Apart from that, according to Putra and Sinambela (2021) [12] communication is the process of conveying messages by someone to other people in the workplace. A similar thing was also conveyed by A. Saputra (2018) [13] that communication is the process of conveying a message from someone to another person, if the idea is not absorbed or not accepted it will cause someone's dissatisfaction in completing their work. Simanjuntak et al. (2020) [14] states that communication is something that occurs within a company by exchanging interdependent messages within a company network with the aim of

achieving equality. With effective communication, employee job satisfaction will increase, thereby increasing employee performance, where with effective communication, employees can understand messages about work, apart from that, the effectiveness of communication runs well, so employees understand the meaning of the communication information, in addition to communication between superiors to subordinates have the meaning of understanding each other so that there is harmonization of organizational communication and vice versa so that employees will feel satisfied with the relationship, thus employees will be more enthusiastic in doing their work so that employee performance will increase Bahri et al. (2022) [1]. From the definition above, it can be concluded that communication is the delivery of information and the creation of good relationships between employees and superiors in a company to achieve common goals.

Job Satisfaction

According to Herlina and Mashuri (2019) [15], job satisfaction is an employee's satisfaction with a job, in terms of something personal which depends on how the employee perceives the suitability or conflict between his desires and his output. Al Hakim et al. (2019) [16] explains that job satisfaction is an employee's personal feelings which are influenced by perceptions related to their work which are formed when employees work, they obtain maximum results and recognition with the atmosphere of a good work environment. According to Yumhi (2021) [17], job satisfaction is the result of employees' perceptions regarding how well their work can provide things they consider important. Meanwhile N. Saputra and Mulia (2020) [18], job satisfaction is a condition where an employee's mentality regarding whether he likes or dislikes work is influenced by perceptions and expectations which will influence his work behavior. From the definition above, it can be concluded that job satisfaction is a personal feeling and perception experienced by an employee regarding his work.

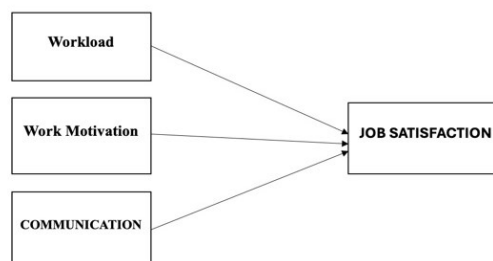


Figure 1. Conceptual Framework

Based on the research model and explanation above, the following research hypothesis can be formulated:

H1: Workload has a positive influence on job satisfaction at PT. Arlene Jaya Mandiri in Cikarang.

H2: Work motivation has a positive influence on job satisfaction at PT. Arlene Jaya Mandiri in Cikarang.

H3: Communication has a positive influence on job satisfaction at PT. Arlene Jaya Mandiri in Cikarang.

3. RESULTS AND DISCUSSIONS

This research employs the Structural Equation Modeling (SEM) technique in the analysis of validity, which comprises convergent validity (Average Variance Extracted (AVE) and outer loadings) and discriminant validity (cross-loading). Based on the validity analysis results in Table 1, it is indicated that each research variable is valid. The Average Variance Extracted (AVE) results are greater than 0.50 (> 0.50). The workload variable has an AVE value of 0.741, the work motivation is 0.754, communication is 0.779, and job satisfaction is 0.712.

Table 1. Average Variance Extracted

Variabel	<i>Average Variance Extracted (AVE)</i>
Workload	0.741
Motivation	0.754
Communication	0.779
job satisfaction	0.712

The validity analysis results in Table 2 indicate that each research variable is valid. The outer loading results are greater than 0.7 (> 0.7).

Table 2. Outer Loadings

Item	BK	MK	KI	KP
BK1	0.888			
BK2	0.888			
BK3	0.803			
MK1		0.816		
MK2		0.853		
MK3		0.847		
MK4		0.857		
MK5		0.848		
MK6		0.840		
KI1			0.907	
KI2			0.878	
KI3			0.871	
KI4			0.875	
KP1				0.885
KP2				0.861
KP3				0.873
KP4				0.853

The validity analysis results in Table 4 indicate that each research variable is valid. The indicator values are higher for each construct compared to the indicators of other constructs.

Tabel 3. Cross Loadings

Item	BK	MK	KI	KP
BK1	0.888	0.820	0.771	0.788
BK2	0.888	0.746	0.768	0.743
BK3	0.803	0.663	0.656	0.632
MK1	0.751	0.816	0.674	0.720
MK2	0.783	0.853	0.754	0.753
MK3	0.683	0.847	0.698	0.732

MK4	0.723	0.857	0.779	0.812
MK5	0.713	0.848	0.732	0.727
MK6	0.738	0.840	0.742	0.731
KI1	0.769	0.791	0.907	0.791
KI2	0.789	0.784	0.878	0.779
KI3	0.752	0.770	0.871	0.756
KI4	0.669	0.712	0.875	0.735
KP1	0.699	0.755	0.752	0.885
KP2	0.752	0.734	0.752	0.861
KP3	0.723	0.792	0.756	0.873
KP4	0.746	0.791	0.751	0.853

The reliability test in this study used composite reliability and Cronbach's alpha. composite reliability, which means it is used to determine the results of measuring the reliability value of a construct. Each construct is said to have a good reliability value if the composite reliability value is more than 0.70 (>0.70). Cronbach alpha in an indicator can be said to be reliable if the Cronbach alpha value is above 0.6 (>0.6) with a maximum of 0.95.

Table 4. Reliability Analysis

Variable	Composite Reliability	Cronbach's Alpha
Workload	0.896	0.825
Motivation	0.924	0.891
Communication	0.934	0.906
Job Satisfaction	0.937	0.919

The results of the multicollinearity test in this study are in table 1. Based on the results shown in the table below, there is no multicollinearity between the variables used in this study because they have a VIF value of less than 10 (<10).

Table 5. Multicollinearity Test Results

	VIF
Workload → Job satisfaction	4.839
Motivation → Job satisfaction	4.815
Communication → Job satisfaction	5.294

Based on the results of testing the coefficient of determination (R-Square), it is known that the coefficient of determination (R-Square) for the job satisfaction variable is 0.830 or 83%. This indicates that the workload, work motivation and communication variables have a strong moderating influence in explaining the job satisfaction variable, namely 83%. Meanwhile, the remaining 17% of the influence is explained by other variables outside of this research.

The results of the pls predict analysis in this study were 0.824. These results indicate that the relationship between the variables used in this research is considered relevant to the measurement research model created in this research. This variable is considered relevant because it has a pls predict greater than 0 (>0).

Based on the results of the hypothesis test shown in the table, it shows that workload has a positive influence with a path coefficient value of 0.162. Workload also has an influence that is not

supported with a p-value of 0.063 which is below the maximum limit of 0.05 (<0.05). The f-square value obtained for workload is 0.032, which means workload has a moderate influence on PT job satisfaction. Arlene Jaya Mandiri in Cikarang. So, it can be concluded that H1 in this study is accepted.

Based on the results of the first hypothesis test, this research is in line with research conducted by Meilasari et al. (2020) [19] which explains that the more an employee's workload increases, the lower the employee's job satisfaction will be.

In this research, it can be interpreted that workload has a positive influence which and not supported by job satisfaction at PT. Arlene Jaya Mandiri in Cikarang, because employees feel the burden of sufficient time, concentration, and not giving up easily does not have an influence on workload on job satisfaction.

Table 6. First Hypothesis Test Results

Variable	Value	Description
Workload → Job satisfaction	$\beta = 0.162$	Positive
	p-value = 0.063	Not Significant
	$f = 0.032$	Has moderate effect

Based on the results of the second hypothesis test which can be seen in table 7, it shows that work motivation has a positive influence with a path coefficient value of 0.455. Work motivation also has an influence which is supported by a p-value of 0.000 which is below the maximum limit of 0.05 (<0.05). The f-square value obtained for work motivation is 0.229, which means that work motivation has a moderate influence on job satisfaction at PT. Arlene Jaya Mandiri in Cikarang. So, it can be concluded that H2 in this study is accepted.

Based on the results of the second hypothesis test, this research is in line with research by Ardianti et al. (2018) [20]. When employees have high motivation or are increasingly motivated at work, their job satisfaction increases. Conversely, when work motivation decreases, employee job satisfaction also decreases.

In this research, it can be interpreted that work motivation has a positive and supported influence on job satisfaction at PT. Arlene Jaya Mandiri in Cikarang. With the opportunity to become better, recognition, responsibility, work rewards, facilities, achievements, and work targets have an influence on job satisfaction.

Table 7. Second Hypothesis Test Results

Variable	value	Description
Motivation → Job satisfaction	$\beta = 0.455$	Positive
	p-value = 0.000	Significant
	$f = 0.229$	Has moderate effect

Based on the results of the hypothesis test which can be seen in table 8, it shows that communication has a positive influence with a path coefficient value of 0.335. Communication has an influence which is supported by a p-value of 0.000 which is above the maximum limit of 0.05 (<0.05). The f-square value obtained by communication is 0.137, which means that communication has a small influence on job satisfaction at PT. Arlene Jaya Mandiri in Cikarang. So, it can be concluded that H3 in this study is accepted.

Based on the results of the third hypothesis test, this research is in line with research conducted by Saputra and Adnyani (2019) [21]. The more effective the communication carried out by employees, the more job satisfaction will increase. Job satisfaction is obtained from communication, namely in the form of exchanging information which has a significant influence on employee work results.

In this research, it can be interpreted that communication has a positive and supported influence on job satisfaction at PT. Arlene Jaya Mandiri in Cikarang. Ease of obtaining information, good communication, mutual understanding, intensity, and openness influence job satisfaction.

Table 8. Third Hypothesis Test Results

Variable	Value	Description
Communication → Job satisfaction	$\beta=0.355$	Positive
	p-value =0.000	Significant
	$f= 0.138$	Has little effect

The test results show that workload has a positive and unsupported effect on job satisfaction at PT. Arlene Jaya Mandiri in Cikarang. has an original sample value of 0.162, f-Square of 0.032 and p-value of 0.063. Furthermore, work motivation has a positive and supported influence on job satisfaction at PT. Arlene Jaya Mandiri in Cikarang. The results of hypothesis testing show that the influence of work motivation on job satisfaction has an original sample value of 0.455, an F-square value of 0.229 and a p-value of 0.000. Communication also has a positive and supported influence on satisfaction at PT. Arlene Jaya Mandiri in Cikarang. The results of hypothesis testing show that the effect of communication on job satisfaction has an original sample value of 0.355, an F-square value of 0.138 and a p-value of 0.000.

The results of the hypothesis testing are depicted in Figure 1 within the bootstrap model as follows:

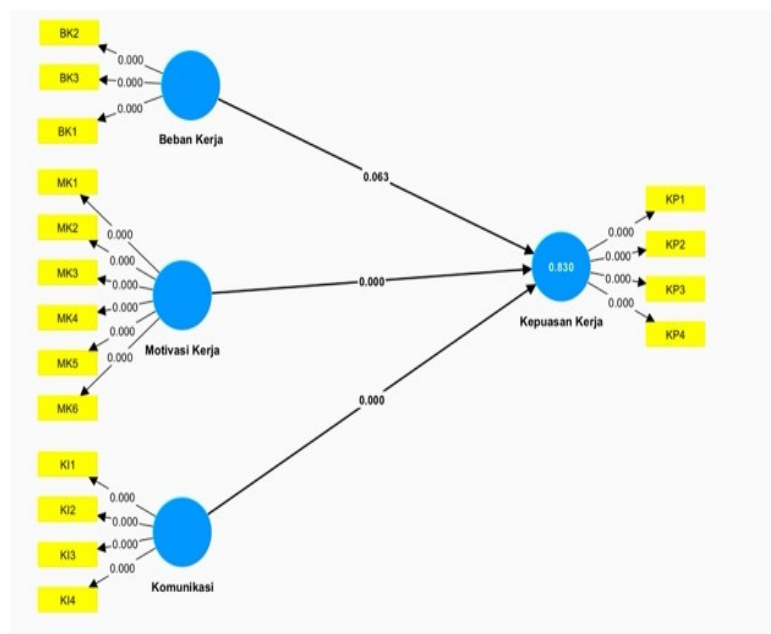


Figure 2. Bootstrapping Result

4. CONCLUSION AND SUGGESTIONS

Based on the results of testing and analysis carried out in this research, it can be concluded that workload has a positive and unsupported influence on job satisfaction at PT. Arlene Jaya Mandiri in Cikarang, Furthermore, work motivation has a positive influence and is supported on job satisfaction at PT. Arlene Jaya Mandiri in Cikarang, and communication has a positive and supported influence on job satisfaction at PT. Arlene Jaya Mandiri in Cikarang.

It is hoped that this research can be a reference for further research to conduct research on job satisfaction using other variables that have not been and are not used in this research. Apart from that, it is hoped that further research can expand the scope of the research area to include all employees of PT. Arlene Jaya Mandiri. For future research that wants to examine job satisfaction, it is recommended to increase the sample used in the research, so as to obtain results that are more representative of the research population.

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