

# THE INFLUENCE OF WORKLOAD AND COMPENSATION ON JOB SATISFACTION IN WAROENG STEAK & SHAKE OFFICE EMPLOYEES

Habibullah<sup>1</sup> Rikha Muftia Khoirunnisa<sup>2</sup>

Faculty of Economics and Business, Ahmad Dahlan University, Yogyakarta  
Kapas Street No. 9, Semaki Yogyakarta 55166  
[habibullah1900011075@webmail.uad.ac.id](mailto:habibullah1900011075@webmail.uad.ac.id)

## Abstract

This research aims to determine the partial and simultaneous influence of workload and compensation on employee job satisfaction at the Waroeng Steak & Shake Yogyakarta office. This research was conducted at the Waroeng Steak & Shake office. The population of this research is all employees of the Waroeng Steak & Shake office, totaling 100 employees. Sampling technique using techniquesampling *sensus or sampling total*. The data analysis technique used in this research is multiple linear regression. The research results show that workload has no significant effect on job satisfaction, compensation has a significant and positive effect on job satisfaction, workload and compensation have a simultaneous effect on job satisfaction.

**Keywords:** Workload, Compensation, Job Satisfaction

## Abstract

*This research aims to determine the partial and simultaneous influence of workload and compensation on employee job satisfaction at the Waroeng Steak & Shake Yogyakarta office. This research was conducted at the Waroeng Steak & Shake office. The population of this research is all employees of the Waroeng Steak & Shake office, totaling 100 employees. The sampling technique uses census sampling technique or total sampling. The data analysis technique used in this research is multiple linear regression. The research results show that workload has no significant effect on job satisfaction, compensation has a significant and positive effect on job satisfaction, workload and compensation have a simultaneous effect on job satisfaction.*

**Keywords:** Workload, Compensation, Job Satisfaction

## Introduction

In the era of globalization, companies or business organizations really need human resources to carry out all the company's functions. Human resources are social creatures who are planners, implementers and controllers who play an active role in realizing company goals. The goals of a company can be achieved if there is good cooperation between employees and the company. One thing that influences a company's level of success is good human resource management. Good human resource management can be said to be human resource management that can carry out all implementation systems that are directly related to human resources. To achieve company goals, employees are needed who meet the company's requirements and must also be able to carry out the tasks assigned. Companies must be able to provide satisfaction to all their employees, so that they continue to want to

work (Siregar & Linda 2022). Job satisfaction is a factor that is considered important, because it can influence the running of the organization as a whole (Taloet *al.*, 2020).

Job satisfaction is the existence of a feeling that supports or does not support an employee's self related to their work or their condition (Mangkunegara, 2013). Job satisfaction can also be said to be an attitude of feeling happy or unhappy in viewing and carrying out one's work (Sutrisno, 2017). Job satisfaction is defined as a pleasant or unpleasant emotional state with which employees view their work (Handoko, 2018: 193). Several factors influence employee job satisfaction in a company, including workload and compensation received (Hasyim, 2020).

Workload is the average frequency of activities for each job within a certain period of time (Hasyim, 2020). According to Rohman & Ichsan (2021), workload is a group or number of activities that must be

completed by an organizational unit or position holder within a certain period of time. According to Hasyim (2020), inappropriate workload given from superiors to employees can have a negative impact on employee satisfaction. The workload of each employee needs to be considered, so that employees can work optimally so that employees can achieve the targets given by the company (Hasyim, 2020). Workload can be seen from physical and mental workload, if the workload borne by an employee is too heavy or their physical abilities are weak, it will certainly result in an obstacle in working so that the employee will feel sick because of work (Mahendrawan & Indrawati, 2015). Mentally related, if the workload given is too heavy and excessive it can cause stress and anxiety for employees, which in the end can cause health problems and employees not achieving job satisfaction, which can be detrimental to the company in the end. The results of research conducted by Mahendrawan & Indrawati (2015) and Hasyim (2020) show that workload has a negative and significant effect on employee job satisfaction. In this case, a high and inappropriate workload can affect job satisfaction. The workload

Excessive work can take up a lot of an employee's time and energy, which can reduce their opportunities for skill development and career growth. If employees feel trapped in a burdensome routine without opportunities to learn or grow, they may feel hindered in achieving their career goals, which can reduce job satisfaction. It is important for companies to pay attention to the workload given to employees and ensure that the workload is in accordance with their capacity and abilities.

Apart from workload, compensation also influences employee satisfaction (Hasyim, 2020). Compensation is income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company (Hasibuan, 2014: 118). According to Akmal & Tamini (2015), compensation is very

important for employees to meet their daily needs with their families. According to Marwansyah (2012:269) formreward whether materially or indirectly, directly or indirectly, which is given to employees fairly, as a contribution for their services towards organizational goals. Therefore, companies must pay attention to the compensation provided so that employees have good job satisfaction so that they produce things that provide profits for the company. The results of previous research conducted by Mahendrawan & Indriwati (2015), Akmal & Tamini (2015), and Hasyim (2020) show that compensation has a positive and significant effect on employee job satisfaction. In this case, good compensation can be a source of motivation for employees. If compensation is based on certain performance or achievements, this can encourage employees to work harder and achieve more

Good. Employees who feel that their compensation is in line with their efforts tend to be more engaged and satisfied with their work.

This research was conducted at the Waroeng Steak & Shake Yogyakarta office. Waroeng Steak & Shake is a restaurant that serves a variety of steaks and other menu dishes based in Yogyakarta. This restaurant has more than 90 branches spread across Indonesia and has 9 outlets or branches in Yogyakarta. From the results of initial observations carried out at the Waroeng Steak & Shake Office, phenomena were found including that there were several employees who felt dissatisfied with the salaries and wages given and a lack of cooperation between employees in completing work, so this problem would affect employee job satisfaction.

## Library Review

### Work load

Workload is a number of activities that must be completed by an organizational unit or position holder systematically using job analysis techniques, workload analysis techniques, or other management techniques within a certain period of time to obtain

information about the work efficiency and effectiveness of an organizational unit (Ellyzar & Yunus 2017: 38). Meanwhile, according to Vanchapo (2020:1), workload is a process or activity that must be completed immediately by a worker within a certain time period. Furthermore, according to Safitri (2022), workload is the process carried out by a person in completing the tasks of a job or group of positions carried out under normal circumstances within a certain period of time.

## Compensation

Compensation is everything that employees receive as compensation for their work (Mathis and Jackson,

2016:118). According to Hasibuan (2016:117), compensation is something that workers receive as compensation for their work. According to Mangkunegara (2017:83), compensation is a system reward so that the organization can create characteristics that are determined by something useful for its members and how researchers to be studied and then draw the reward mechanisms and procedures are distributed are followed.

## Job satisfaction

Job satisfaction is a positive attitude from workers including feelings and behavior towards their work through assessing one's work as a sense of appreciation in achieving job satisfaction is a person's attitude towards their work which can be positive or negative, satisfied or dissatisfied. According to Wibowo (2015), job satisfaction is the level of a person's feelings of pleasure as a positive assessment of their work and the appropriate work environment. According to Dadang (2013:15), job satisfaction is an emotional state that is pleasant or unpleasant towards work, job satisfaction reflects a person's feelings towards their work.

The hypotheses of this research are:

1. Workload has a significant and negative effect on job satisfaction

for Waroeng Steak & Shake office employees

2. Compensation has a significant and positive effect on job satisfaction for Waroeng Steak & Shake office employees
3. Workload and compensation simultaneously have a significant effect on job satisfaction for Steak & Shake Waroeng office employees

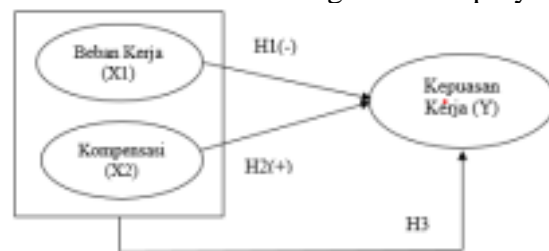


Figure 1. Research Model

## Method Penelitian

### Population

Sugiyono (2017) explains that population is a generalized area consisting of objects or subjects that have certain quantities and characteristics that are determined by researchers to be studied and then draw conclusions. The population in this study were employees at PT. Waroeng Steak Indonesia with 100 employees.

### Sample

According to Sugiyono (2017) the sample is part of the number and characteristics of the population. The sample in this research was one of the important values of work (Afandi, 2018: 74). According to Badeni (2017:43), Indonesia.

### Sampling technique

The sampling method or technique used in this research is *sampling total*. *Sampling total* is a sampling technique where all members of the population are sampled (Sugiyono, 2017).

### Data Types and Sources

This research is quantitative research and the data source used is primary data. According to Sugiyono (2017), primary data is a data source that directly provides data to data collectors. The data source in this research is employees of PT. Waroeng Steak

Indonesia.

### Data Collection Techniques

The data collection technique used by researchers in this study used a questionnaire. According to Sugiyono (2017) explains that a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents for them to answer. Questionnaires can be in the form of closed or open questions and statements, can be given to respondents directly or sent via the internet (Sugiyono, 2017).

### Test Research Instruments

#### Validity test

The validity test is used to measure whether the questionnaire is valid or not. An instrument or questionnaire is said to be valid if the questions on the instrument or questionnaire are able to reveal something that will be measured by the questionnaire (Ghozali, 2018:51). The validity measuring instrument in this research is using *Confirmatory Factor Analysis* (CFA). If value *Loading Factor* greater than 0.5 then it can be said to be valid (Sugiyono, 2017).

#### Reliability Test

Reliability is a measure of the stability and consistency of respondents in answering things related to question constructs which are dimensions of a variable and are arranged in a questionnaire form (Sujarweni, 2016: 239). According to Ghozali (2018) an instrument or questionnaire is said to be reliable or reliable if the answers to the questions are consistent from time to time. In this study, the reliability of each research instrument was tested using statistical tests *Cronbach's Alpha* ( $\alpha$ ). Ghozali (2018) stated that if the value *Cronbach's Alpha* > 0.6 then the research instrument is said to be reliable.

### Multiple Linear Regression Analysis

Multiple linear regression analysis is used to measure the strength of the relationship

between two or more variables and also to show the direction of the relationship between the independent variable and the dependent variable (Ghozali, 2018). The multiple linear regression model in this research is as follows:

$$Y = a - b_1X_1 - b_2X_2 - b_3X_3 + \text{and}$$

Information:

◆◆ : Job satisfaction

a : Constant

$b_1$  : Workload variable regression

coefficient  $b_2$  : Compensation variable

regression coefficient ◆◆<sub>1</sub> : Work load

◆◆<sub>1</sub> : Compensation

It is: Standard Error

#### Testt (Partial Test)

This test was carried out to find out whether the independent variables Workload ( $X_1$ ) and Compensation ( $X_1$ ) had an effect on the dependent variable, namely Employee Job Satisfaction (Y). Ghozali (2018: 98) test carried out to determine whether the independent variables in the regression model individually influence the dependent variable on the basis of decision making that:

1. If value  $t_{\text{itself}} < 0.05$ , then there is an influence of variable X on variable Y.
2. If value  $t_{\text{itself}} > 0.05$  then there is no influence of variable X on variable Y.

Furthermore. The direction of influence can be seen from the t-statistic value. If the test value shows positive, it is concluded that a variable has a positive influence. And vice versa. if the value of t the statistics show a negative sign, then it was concluded that a variable had a negative effect on the independent variable (Ghozali, 2018).

#### Simultaneous test (F test)

According to Ghozali (2018: 98) the F test aims to determine the joint significant influence between the independent variable and the dependent variable. To test the significant effect simultaneously, use a significance level of 0.05. The F test criteria for comparing significant values with alpha values are as follows:

1. If the significant value of  $F < 0.05$  means that there is a simultaneous influence of the independent variable on the dependent variable.
2. If the significant value of  $F$  is  $> 0.05$ , it means that there is no simultaneous influence of the independent variable on the dependent variable.

### Coefficient of Determination

According to Ghozali (2018) the coefficient of determination ( $R^2$ ) is a tool to measure how far the model's ability is to explain variations in the dependent variable. The coefficient of determination value is between zero or one.  $R$  value<sup>2</sup> small means that the ability of the independent variables to explain variations in the dependent variable is very limited. Conversely, if the value is close to 1, it means that the independent variables provide almost all the information needed to predict the dependent variable.

### Results and Discussion

#### Workload Validity Test Results

Based on the validity test carried out using SPSS 25, it shows that the 5 statement items have been grouped into 1 component and *valuefactor loading*  $> 0.5$ . There are 2 items that

discarded as invalid. For more details, see the following table:

Table 1. Validity Results of Workload Variables (Last Stage)

Item	Component
------	-----------

	1
BK.1.1	0,677
BK.1.2	0,731
BK.2.1	0,522
BK.2.2	0,542
BK.3.2	0,858

Source: Primary data processed in 2023

#### Compensation Validity Test Results

Based on the validity test carried out using SPSS 25, it shows that the 5 statement items have been grouped into 1 component and *valuefactor loading*  $> 0.5$ . There were 4 items that were discarded because they were invalid. For more details, see the following table:

Table 2. Compensation Variable Validity Results (Last Stage)

Item	Component
	1
K.1.1	0,765
K.1.2	0,619
K.2.1	0,604
K.2.2	0,856
K.3.1	0,794

Source: Primary data processed in 2023

#### Job Satisfaction Validity Test Results

Based on the validity test carried out using SPSS 25, it shows that the 7 statement items have been grouped into 1 component and *valuefactor loading*  $> 0.5$ . There were 4

items that were discarded because they were invalid. For more details, see the following table:

Table 3. Validity Results of Job Satisfaction Variables (Final Stage)

Item	Component
	1
KK.1.1	0,595
KK.1.2	0,757
KK.2.1	0,831
KK.2.2	0,749
KK.3.1	0,799
KK.3.2	0,757
KK.4.3	0,606

Source: Primary data processed in 2023

### Reliability Test Results

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Information
Work load	0,693	Reliable
Compensation	0,775	Reliable
Job satisfaction	0,851	Reliable

Source: Primary data processed in 2023

Based on the table above, it can be concluded that all variables are declared reliable, because they have met the requirements, namely  $\text{value}_{\text{cronbach's alpha}} > 0.6$  in each variable.

### Multiple Linear Regression

Table 5. Results of Multiple Linear Regression X1 and X2 on Y

Variable	B
(Constant)	1,163
Work load	0,084
Compensation	0,653

Source: Primary data processed in 2023

Table 5 shows the regression coefficient value for a constant value of 1.163 for the influence of X1 and X2 on Y.

$$Y = 1,163 + 0,084X_1 + 0,653X_2 + \text{and}$$

1. The Job Satisfaction regression coefficient (Y) value of 1.163 is a constant value, if X1 and X2 are considered 0, then the Job Satisfaction value is 1.163.
2. The Workload coefficient (X1) value of 0.084 is positive, meaning that the higher the Workload, the higher the Job Satisfaction and vice versa, the lower the Workload can reduce the level of Job Satisfaction in employees.
3. The Compensation Coefficient (X2) value of 0.653 has a positive sign, meaning that the higher the compensation, the higher the job satisfaction and vice versa, the lower the compensation can reduce the level of job satisfaction for employees.

### Testt (Direct Influence)

Table 6. T-test results X1 and X2 on Y

Variable	T	Say.	Information
Work load	1,224	0,224	H1 is not accepted
Compensation	9,646	0,000	H2 is accepted

Source: Primary data processed in 2023

Based on table 6, the significance values can

be explained as follows:

### 1. Workload on Job Satisfaction

In Table 6 it is known that the significance value of the Workload variable on Job Satisfaction is 0.224 and the calculated t value is 1.224. So it can be concluded that the Workload variable has no significant effect on Job Satisfaction among Waroeng Steak & Shake Yogyakarta Office employees.

### 2. Compensation for Job Satisfaction

In table 6 it is known that the significance value of the Compensation variable on Job Satisfaction is 0.000 and the calculated t value is 9.646. So it can be concluded that the compensation variable has a significant and positive effect on employee job satisfaction

Waroeng Steak & Shake  
Yogyakarta Office.

### Simultaneous test (F test)

Table 7. Simultaneous test results (F test)

F	Say.	Information
51,407	0,000	H3 is accepted

Source: Primary data processed in 2023

Based on the results of the simultaneous test which shows a significance level of 0.000, which means it is smaller than 0.05. Thus, it can be concluded that the Workload and Compensation variables simultaneously have a significant effect on Employee Job Satisfaction at the Waroeng Steak & Shake Yogyakarta Office, which means that H3 is accepted.

### Coefficient of Determination ( $R^2$ )

Table 8. Coefficient of Determination X1 and X2 against Y

R square
0,515

Source: Primary data processed in 2023

Based on table 8, it is known that the  $R$  value<sup>2</sup> of 0.515. Which means that 51.5% of Job Satisfaction at Waroeng Steak & Shake is explained jointly by the Workload and Compensation variables. Meanwhile, 48.5% of other variables can influence job satisfaction.

### Conclusion

Based on the research results, researchers can draw the following conclusions:

1. Partial workload does not have a significant and positive effect on job satisfaction among Waroeng Steak & Shake Yogyakarta Office employees.
2. Compensation partially has a significant and positive effect on job satisfaction among Waroeng Steak & Shake Yogyakarta Office employees.
3. Workload and Compensation simultaneously have a significant effect on Job Satisfaction among Waroeng Steak & Shake Yogyakarta Office employees.

### Bibliography

- Afandi, P. (2018). *Resource Management Mhumans (Theories, Concepts and Indicator)*. Zanafa Publishing: Riau.
- Akmal, A., & Tamini, I. (2015). Influence Compensation on Job Satisfaction Gayamakmur Mobil Employees While. *Bis-A Journal: Business Journal Administration*, 4(2), 59-68.
- Antoni, F., Damayanti, R., & Puspita, S. (2021). Influence of Workload and Compensation on Job Satisfaction Employees at the City Education Department Palembang. *SEMB-J: Sharia Economic and Management Business Journal*, 2(1), 65-69.

- Ardana, Komang., Ni Wayan Mujiati., and I Wayan Mudiarta Utama. 2012. *Human Resource Management*. Yogyakarta: PT. Science House.
- Baden. (2017). *Leadership & Behavior Organization*. Alphabeta Publisher: Bandung.
- Dadang. (2013). *E-Business & E-Commerce*. Andi Publisher: Yogyakarta
- Dewi , N.K.I.L., & Mahayoga , G.A.D. (2023). The Role of Job Satisfaction in Mediating Environmental Influences Work on Employee Performance PDAM Tirta Mangutama Badung. *WidyaAmrita: Journal Mmanagement, entrepreneurship and Tourist*, 3(2), 298-311.
- Ellyzar, N., & Yunus, M. (2017). Influence Job Mutation, Workload, and Interpersonal Conflict Against Stress Work and its Impact on Performance Provincial Representative BPKP employee Aceh. *Master's Journal Mmanagement*, 1(1), 35-45.
- Ghozali, I. 2018. *Multivariate Analysis Application with the IBM SPSS 25 Program*.  
Suggestions for future researchers are to complete missing indicators and create questionnaires using statements that are easy for respondents to understand in order to reduce invalid questionnaire items.  
Semarang: Diponegoro University Publishing Agency.
- Hamid, S. (2014). *Advanced Human Resources Management*. Deepublish: Yogyakarta.
- Handoko, T. H. (2014). *Personnel & Human Resources Management*, 2nd edition. BPFE - Yogyakarta.
- Handoko, T. H. (2018). *Personnel & Human Resources Management*. BPFE Yogyakarta.
- Hasibuan, Malayu S.P. (2013). *Human Resource Management*. Seventeenth Printing. Jakarta: PT. Literary Earth.
- Hasibuan, Malayu.S.P. (2014). *Management Human Resources*. Earth of Letters, Jakarta.
- Hasibuan, M. (2016). *Resource Management Daya Human*. Seventh Printing Mercy. Jakarta: Bumi Literacy.
- Hasibuan, Melayu S.P. (2017). *Management Human Resources*. Jakarta: Earth Letter.
- Hasibuan, M. (2020). *Resource Management Daya Human*. Jakarta: Bumi Publishers Space.
- Hasyim, W. (2020). Influence of Workload and Compensation on Job Satisfaction PT employees. Yaskawa Electric Indonesia. *ECOMABIS: Journal Business Management Economics*, 1(02), 185-192.
- Indahingwati, A., & Nugroho, N. (2019). *MHuman Resources management (HRM) (First)*. PT. Scopindo Media Library: Surabaya
- Irawati, R., & Carrollina, D. A. (2017). Analysis the effect of workload on performance operator employee at PT Giken Precision Indonesia. *Inovbiz: Journal IBusiness innovation*, 5(1), 51-58.
- Koesomowidjojo, Suci (2017). *Guide Practically Preparing Expense Analysis Work*. Jakarta: Achieve the Hope of Success
- Mahendrawan, I. G., & Indrawati, A. D. (2015). *Influence of workload and compensation on job satisfaction PT. Five Gods Denpasar* (Doctoral dissertation, Udayana University).
- Mangkunegara, A.A. Anwar Prabu. (2013). *Company Human Resources Management*. Rosdakarya Youth, Bandung.
- Mangkunegara, A. P. (2017). *Management Company Human Resources*. Twelfth Printing. Bandung: Teenager Rosdakarya Offset.
- Marwansyah. (2012). *Human Resource Management Second Edition*. CV. Alphabeta, Bandung.
- Mathis, R. L. & Jackson, J. H. (2016). *Human Resource Management*, Translated by Jimmy Sadeli & Bayu Prawira Hie. Jakarta: Salemba Empat.
- Maulidah, K., Ali, S., & Pangestuti, D. C. (2022). Influence of Workload and Job



- Satisfaction on Turnover RSU "ABC"  
Employee Intention South  
Jakarta. *Accounting journal, Finance,  
and Management*, 3(2), 159- 176.
- Munandar. (2014). *Industrial and  
Organizational Psychology*. Jakarta:  
University of Indonesia.
- Rivai, (2019). *Performance Appraisal: System  
The Right Way to Assess Performance  
Employees And Increasing Power  
Company Competitiveness*. King  
Grafindo Persada: Jakarta.
- Robbins, S. P., & Judge, T. A. (2013).  
Organizational Behavior 15th Edition.  
In *The Curated Reference Collection in  
Neuroscience and Biobehavioral  
Psychology*. Pearson: Boston.
- Rohman, M. A., & Ichsan, R. M. (2021). Effect  
of Workload and Job Stress  
On the Performance of PT Honda  
Employees Daya Anugrah Mandiri  
Branch Sukabumi: Resource  
Management Man. *Student Journal  
Mmanagement*, 2(1), 1-22.
- Safitri, I. (2022). *Influence of Workload, Time  
Pressure And Fatigue Emotional  
Regarding Work Life Balance On  
Career Women (Survey In DDuren  
Sawit area, Jakarta East)* (Doctoral  
dissertation, School Higher Education  
in Indonesian Economics Jakarta).
- Sari, E. N. (2020). Effect of Compensation and  
Workload on Performance PT  
employees. Taspen (Persero) Office  
Banjarmasin Branch.
- Siregar, E., & Linda, V. N. (2022). Influence  
Compensation, Communication, and  
Expenses Work on Job Satisfaction PT  
employees. Heirloom. *Journal  
Mmanagement*, 6(2), 25-36.
- Sugiyono. (2017). *Quantitative, Qualitative, and  
R&D Research Methods*. Bandung: CV.
- Sujarweni, V. W. (2016). *Complete review,  
Accounting Research with SPSS*.  
Yogyakarta: Pustaka Baru Press.
- Sutrisno, Edy. (2017). *Human Resource  
Management*. Kencana: Jakarta.
- Talo, S. L., Timuneno, T., & Nursiani, N. P.  
(2020). Influence of Workload Towards  
Employee Job Satisfaction At PT. Pos  
Indonesia (Persero) Kupang  
Branch. *GLORY: Journal Economics &  
Social Sciences*, 1(2-Des), 73- 91.
- Vanchapo, A. R. (2020). *Workload And Job  
Stress*. CV. Qiara Media Publisher,  
Pasuruan, East Java.
- Wibowo. (2015). *Behavior in Organizations*.  
PT Raja Grafindo Persada: Jakarta
- Yaningsih, T. A., & Triwahyuni, E. (2022).  
Effect of Supervision, Workload, And  
Career Development Against Employee  
Job Satisfaction. *Stonework: JJournal  
of Accounting and Mmanagement*,  
19(1)