

# The Impact of Motivation, Work Discipline, and Workload on Employee Job Satisfaction at PT Haleoyora Powerindo Surabaya

Thomas ferdiansyah <sup>1</sup>, Acep Samsudin <sup>2\*</sup>

<sup>1</sup> Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya, [thomasferdiansyah77@gmail.com](mailto:thomasferdiansyah77@gmail.com)

<sup>2</sup> Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya, [acep.samsudin.adbis@upnjatim.ac.id](mailto:acep.samsudin.adbis@upnjatim.ac.id)

Corresponding Author Email: [thomasferdiansyah77@gmail.com](mailto:thomasferdiansyah77@gmail.com)

## ABSTRACT

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### Keywords:

*Motivation , Work Discipline , Workload , Job Satisfaction , PT Haleoyora Powerindo Surabaya*

This study aims to analyze the influence of motivation, work discipline, and workload on employee job satisfaction at PT Haleoyora Powerindo Surabaya. Motivation serves as the primary driver of work enthusiasm, affecting employee satisfaction. Work discipline reflects adherence to rules and responsibilities in the workplace, while workload relates to the quantity and complexity of tasks assigned to employees. This research employs a quantitative approach using multiple linear regression methods to analyze the data. The results indicate that motivation and work discipline have a significant positive effect on job satisfaction, whereas workload has a negative impact. The findings suggest that management should enhance motivational strategies, enforce work discipline, and manage workloads effectively to improve employee satisfaction and productivity.

## INTRODUCTION

Human resources are a crucial factor in determining an organization's success, with employee job satisfaction playing a key role in achieving corporate goals. Job satisfaction reflects an employee's emotional response to their job, including feelings of happiness and the fulfillment of expectations derived from work experiences. High levels of job satisfaction are closely linked to increased productivity, stronger organizational commitment, and lower turnover rates. Therefore, organizations must pay close attention to the factors that influence job satisfaction to foster a healthy and sustainable work environment.

Several factors influence job satisfaction, notably motivation, work discipline, and workload. Motivation acts as an internal drive that encourages employees to complete tasks effectively and directly affects their enthusiasm and performance. Work discipline refers to

employees' compliance with organizational rules and standards, ensuring consistency and reliability in task execution. Meanwhile, workload involves the amount and complexity of tasks assigned to employees; an excessive workload can lead to stress and dissatisfaction, whereas a well-balanced workload can enhance job satisfaction.

Previous studies have shown that motivation has a significant and positive effect on job satisfaction. Sutrisno (2019) and Hasibuan (2020) found that both intrinsic and extrinsic motivation contribute to greater job satisfaction. In terms of work discipline, research by Sinambela (2018) and Mangkunegara (2017) revealed that high levels of discipline help create a positive and efficient work environment, thereby increasing employee satisfaction. On the other hand, studies by Robbins and Judge (2019) as well as Luthans (2018) emphasized the importance of managing workload effectively, as excessive workloads can

reduce job satisfaction, while proportional workloads may enhance engagement and productivity.

PT Haleyora Powerindo Surabaya, a subsidiary of PT PLN (Persero), specializes in outsourcing services such as security, industrial cleaning, building management, and the operation and maintenance of electrical transmission and distribution networks. Given the company's diverse services and dynamic work environment, understanding the relationships between motivation, work discipline, workload, and job satisfaction is essential. This study aims to examine the influence of motivation, work discipline, and workload on job satisfaction among employees at PT Haleyora Powerindo Surabaya. The findings are expected to provide valuable insights for the company's management in formulating policies and practices that enhance employee satisfaction and overall organizational performance

## LITERATURE REVIEW

### *Job Satisfaction*

Job satisfaction is a critical factor influencing organizational success, reflecting employees' emotional responses to their job roles and work environments. High levels of job satisfaction are associated with increased productivity, reduced turnover, and enhanced organizational commitment. Factors contributing to job satisfaction include mentally challenging work, supportive working conditions, appropriate compensation, personality-job fit, and supportive coworkers.

### *Motivation and Job Satisfaction*

Motivation serves as an internal drive that propels employees to achieve organizational goals. Studies have shown that work motivation positively affects job satisfaction; for instance, employees who are motivated tend to exhibit higher levels of job satisfaction . This relationship underscores the importance of fostering a motivating work environment to enhance employee satisfaction.

### *Work Discipline and Job Satisfaction*

Work discipline, defined as adherence to organizational rules and norms, ensures consistent and

reliable task execution. Research indicates that work discipline positively influences job satisfaction; disciplined employees often experience higher job satisfaction due to clear expectations and structured work environments.

### *Workload and Job Satisfaction*

Workload pertains to the amount and complexity of tasks assigned to employees. An excessive workload can lead to stress and decreased job satisfaction, whereas a balanced workload contributes to higher satisfaction levels. For example, a study found that workload negatively impacts job satisfaction, highlighting the need for effective workload management to maintain employee well-being.

### *Interrelationships Among Motivation, Work Discipline, Workload, and Job Satisfaction*

The interplay between motivation, work discipline, workload, and job satisfaction is complex. Studies suggest that while motivation and work discipline positively affect job satisfaction, excessive workload can negate these effects by increasing stress and reducing satisfaction . Therefore, organizations must balance these factors to foster a satisfied and productive workforce.

In summary, existing literature underscores the significant roles of motivation, work discipline, and workload in shaping job satisfaction. Understanding these relationships is vital for organizations aiming to enhance employee satisfaction and overall performance.

**Figure 1.** Research framework



Source :Processed by the author, 2025

X = Independent Variables, namely Motivation, Work Discipline, and Workload

Y = Dependent Variable, namely Job Satisfaction

## METHOD

The sampling method is a way to select research samples. Determining the sample to be used in the study requires a specific sampling technique. In this research, the sampling technique applied is saturated sampling, also known as a census. According to Suriani et al. (2023), saturated sampling is a method of sample determination in which all members of the population are included as samples. This technique is typically used when the population size is relatively small, specifically fewer than 64 individuals. Saturated sampling is also referred to as a census because the entire population is used as the research sample. Data processing in this study was conducted using SPSS 3.0.

## RESULT

### *Responden Description*

Based on the questionnaire results, the characteristics of the respondents at PT Haleyora Powerindo Surabaya can be summarized as follows: the majority of respondents were male, totaling 53 individuals or 83%, while female respondents accounted for 11 individuals or 17%. In terms of age, 45 respondents (70%) were between 20-30 years old, and 19 respondents (30%) were between 30-40 years old, indicating that the workforce is predominantly young. Regarding job positions, most respondents, 62 individuals or 97%, held the role of Building Management Staff, while only 2 individuals (3%) served as Team Coordinators. Overall, the workforce at PT Haleyora Powerindo Surabaya is largely composed of young male employees working as Building Management Staff.

### *Validity Test*

The validity test was conducted using the Pearson Product Moment correlation method. An instrument is considered valid if the calculated r-value (r-count) is greater than the critical r-value (r-table) at a certain significance level. The results of the validity test in this study indicated that all statement items for the variables Work Motivation (X1), Work Discipline (X2), Workload (X3), and Job Satisfaction (Y) had r-count values greater than the r-table value, thus confirming that all research instruments were valid and could be used for further analysis. For the Work

Motivation variable (X1), consisting of four items, all r-count values exceeded the r-table value of 0.2042, indicating validity. Similarly, the Work Discipline variable (X2) with four statement items also showed r-count values higher than the r-table, confirming their validity. The Workload variable (X3), comprised of four items, likewise had r-count values greater than the r-table value, making all items valid. Lastly, the Job Satisfaction variable (Y) included six statement items, each of which had an r-count greater than 0.2042, thus establishing their validity. Therefore, it can be concluded that all questionnaire items used in this study are valid and appropriate for further analysis.

### *Reliability Test*

According to Priyatno (2020), a reliability test is conducted to determine the consistency of a measurement tool, usually using a questionnaire. Ghozali (as cited in Syahrizal, 2020) stated that the reliability test in this study was carried out using SPSS with the Cronbach's Alpha statistical test. A construct or variable is considered reliable if the Cronbach's Alpha value is greater than 0.60.

**Table 1.** *Reliability Test*

Variabel	Cronbach's Alpha	Requirement ( $\geq 0.6$ )	Information
Work Motivation	0.607	$\geq 0.6$	Reliabel
Work Discipline	0.616	$\geq 0.6$	Reliabel
Workload	0.614	$\geq 0.6$	Reliabel
Job Satisfaction	0.796	$\geq 0.6$	Reliabel

(Source: SPSS Processed Data, 2025)

it can be concluded that the variables of Work Motivation (X1), Work Discipline (X2), Workload (X3), and Job Satisfaction (Y) are reliable, as all the reliability coefficient values exceed 0.60. Therefore, these variables are considered consistent and appropriate for use as research instruments.

### *Normality Test*

The normality test was conducted to determine whether the data in this study were normally distributed, which is a fundamental assumption in multiple linear regression analysis. Two methods were used: the Kolmogorov-Smirnov test and graphical analysis through Histograms and P-P Plots.

**Table 2. Normality Test**

Tests of Normality					
	Kolmogorov-Smirnov <sup>a</sup>				
	Statistic	df	Sig.	Requirement	Information
Work Motivation	.106	64	.071	> 0,05	Normal
Work Discipline	.098	64	.200*	>0.05	Normal
Workload	.080	64	.200*	>0.05	Normal
Job Satisfaction	.099	64	.190	>0.05	Normal

(Source: SPSS Processed Data, 2025)

The Kolmogorov-Smirnov test results showed that the significance values for Work Motivation (0.071), Work Discipline (0.200), Workload (0.200), and Job Satisfaction (0.190) were all greater than 0.05, indicating that the data are normally distributed. Additionally, the Histogram exhibited a bell-shaped curve, and the P-P Plot points closely aligned with the diagonal line, further confirming normality. Therefore, it can be concluded that the data meet the normality assumption required for valid multiple regression analysis.

**Multicollinearity Test**

According to Priyanto (2021), the multicollinearity test is conducted to assess the relationship between independent variables in a study. Multicollinearity is evaluated through the Tolerance (TOL) value and the Variance Inflation Factor (VIF).

**Table 3. Multicollinearity Test**

Independent Variable	Tolerance	VIF	Conclusion
Work Motivation	0.459	2.178	No multicollinearity
Work Discipline	0.252	3.963	No multicollinearity
Workload	0.429	2.332	No multicollinearity

(Source: SPSS Processed Data, 2025)

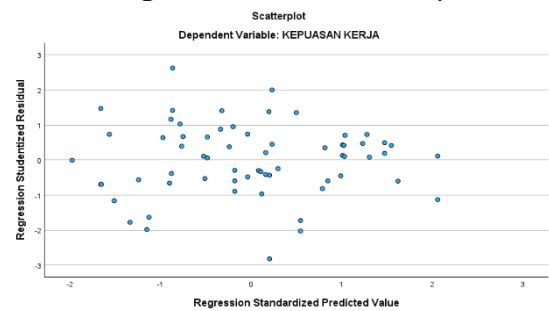
TOL measures how much an independent variable is not explained by other independent variables, where a low TOL value corresponds to a high VIF value (since  $VIF = 1/TOL$ ). Generally, multicollinearity is considered absent if  $TOL > 0.1$  and  $VIF < 10$ . Based on the test results, the Tolerance values for all independent variables—Work Motivation (0.459), Work Discipline (0.252), and

Workload (0.429)—exceeded 0.1, and the corresponding VIF values were below 10, namely 2.178, 3.963, and 2.332, respectively. Therefore, it can be concluded that there is no multicollinearity among the independent variables, and the regression model is deemed appropriate for further analysis.

**Heteroscedasticity Test**

The heteroscedasticity test is conducted to determine whether there is a variance inequality in the regression model. If the residual variance remains constant, the model fulfills the homoscedasticity assumption. Testing is performed by analyzing the scatterplot between the predicted values and the residuals.

**Figure 2. Heteroscedasticity Test**



(Source: SPSS Processed Data, 2025)

Based on the scatterplot, the data points are randomly distributed without forming any specific pattern, either clustered or systematically spread. This indicates that heteroscedasticity does not occur in the regression model, and thus, the homoscedasticity assumption is satisfied. Therefore, the regression model can be used for further analysis.

**Autocorrelation Test**

The autocorrelation test aims to determine whether there is a correlation between the residuals of one observation and another in the regression model. If autocorrelation is present, the regression model is considered less reliable as it violates the classical linear regression assumptions.

**Table 4. Autocorrelation Test**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.761 <sup>a</sup>	.579	.557	3.384	1.928
a. Predictors: (Constant), Workload, Work Motivation, Work Discipline					
b. Dependent Variable: Job Satisfaction					

(Source: SPSS Processed Data, 2025)

Based on the results of the autocorrelation test using the Durbin-Watson (DW) statistic shown in the Model Summary table, the Durbin-Watson value obtained is 1.928. This value falls between the lower limit (dL) and the upper limit (dU) in the Durbin-Watson table, indicating that no autocorrelation is present in the regression model. Thus, the model satisfies the classical linear regression assumption and can be used for further analysis.

### Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the influence of independent variables on the dependent variable. In this study, the independent variables consist of work motivation (X1), work discipline (X2), and workload (X3), while the dependent variable is job satisfaction (Y). Based on the results presented in

**Table 5. Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	1.210	1.941		0.624
MOTIVATION	0.389	0.191	0.252	2.037
WORK DISCIPLINE	0.651	0.261	0.416	2.491
WORKLOAD	0.287	0.193	0.190	1.485

(Source: SPSS Processed Data, 2025)

the regression equation obtained is  $Y = 1.210 + 0.389X_1 + 0.651X_2 + 0.287X_3$ . The constant value of 1.210 indicates that if work motivation, work discipline, and workload are all zero, the job satisfaction value would be 1.210. The work motivation coefficient of 0.389 means that an increase in work motivation by one unit will increase job satisfaction by 0.389, assuming other variables remain constant. The work discipline coefficient of 0.651 suggests that an increase in work discipline by one unit will increase job satisfaction by 0.651, assuming other variables remain constant. Meanwhile, the workload coefficient of 0.287 indicates that an increase in workload by one unit will increase job satisfaction by 0.287, assuming other variables remain constant. Therefore, it can be concluded that work motivation, work discipline, and workload collectively have an influence on job satisfaction.

### coefficient of determination ( $R^2$ )

The coefficient of determination ( $R^2$ ) is used to measure the extent to which independent variables are able to explain the dependent variable. Based on the Model Summary table,

**Table 6. coefficient of determination ( $R^2$ )**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.761	0.579	0.557	3.384	1.928

(Source: SPSS Processed Data, 2025)

the R Square value of 0.579 indicates that work motivation, work discipline, and workload collectively explain 57.9% of the variation in job satisfaction. Meanwhile, the remaining 42.1% is influenced by other factors outside of this research model. The Adjusted R Square value of 0.557 shows that after adjusting for the number of independent variables, the model still adequately explains the variation in job satisfaction.

### F Test

The F-test is used to determine whether the independent variables simultaneously have a significant effect on the dependent variable.

**Table 7. F Test**

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	943.036	3	314.345	27.451	<.001
Residual	687.074	60	11.451		
Total	1630.109	63			

(Source: SPSS Processed Data, 2025)

Based on the ANOVA table, the F value is 27.451 with a significance value of less than 0.001. Since the significance value is smaller than 0.05, it can be concluded that work motivation, work discipline, and workload together have a significant influence on job satisfaction.

### T Test

The T-test is conducted to determine the partial effect of each independent variable on the dependent variable. Based on the coefficients table, the results are as follows:

**Tabel 8. T Test**

Coefficients				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	1.210	1.941		0.624
MOTIVATION	0.389	0.191	0.252	2.037
WORK DISCIPLINE	0.651	0.261	0.416	2.491
WORKLOAD	0.287	0.193	0.190	1.485

(Source: SPSS Processed Data, 2025)

the work motivation variable has a t-value of 2.037 with a significance level of 0.046. Since the significance value is less than 0.05, it can be concluded that work motivation has a significant effect on job satisfaction. The work discipline variable has a t-value of 2.491 with a significance level of 0.016, indicating that work discipline also significantly affects job satisfaction. Meanwhile, the workload variable has a t-value of 1.485 with a significance level of 0.143, which is greater than 0.05, suggesting that workload does not have a significant effect on job satisfaction.

## DISCUSSION

### **The Influence of Motivation on Employee Job Satisfaction at PT Haleyora Powerindo Surabaya**

The first hypothesis (H1) in this study examines the influence of motivation on employee job satisfaction. Based on the research findings, motivation has a significant effect on employee job satisfaction. This is evidenced by the t-test (partial test) result, where the t-value is 2.037 with a significance value of 0.046, which is less than 0.05. Therefore, H1 is accepted, and H0 is rejected.

Work motivation reflects the employees' drive to perform their tasks well. Factors such as rewards, career development opportunities, and recognition from the company play important roles in enhancing job satisfaction. These results support previous research by Rivky Pomalingo (2020), which stated that work motivation has a positive and significant influence on employee job satisfaction.

### **The Influence of Work Discipline on Employee Job Satisfaction at PT Haleyora Powerindo Surabaya**

The second hypothesis (H2) in this study examines the influence of work discipline on employee job satisfaction. The findings reveal that work discipline significantly affects employee job satisfaction. The t-

test results show a t-value of 2.491 with a significance value of 0.016, which is less than 0.05. Thus, H1 is accepted, and H0 is rejected.

Work discipline reflects the level of employee compliance with company rules and procedures. High discipline creates a more productive and comfortable work environment, thereby enhancing job satisfaction. This result is consistent with the study conducted by Adi Kurniawan (2019), which found that work discipline has a positive influence on employee job satisfaction.

### **The Influence of Workload on Employee Job Satisfaction at PT Haleyora Powerindo Surabaya**

The third hypothesis (H3) explores the influence of workload on employee job satisfaction. Based on the research results, workload does not have a significant effect on employee job satisfaction. The t-test results show a t-value of 1.485 with a significance value of 0.143, which is greater than 0.05. Therefore, H0 is accepted, and H1 is rejected.

An excessively high workload can lead to stress and fatigue, while a workload that is too low can cause boredom. The findings indicate that workload does not have a significant influence on job satisfaction, which may be due to other factors such as the work environment, company policies, or personal factors of the employees. This finding differs from the study by Sharah Rizqiyah (2022), which stated that workload has an influence on job satisfaction.

### **The Influence of Motivation, Work Discipline, and Workload Simultaneously on Employee Job Satisfaction**

The fourth hypothesis (H4) examines the simultaneous influence of motivation, work discipline, and workload on employee job satisfaction. The research results show that the three independent variables collectively have a significant effect on employee job satisfaction at PT Haleyora Powerindo Surabaya. The F-test results indicate an F-value of 27.451, which is greater than the F-table value of 3.150, with a significance value of <0.001, which is less than 0.05. Thus, H1 is accepted, and H0 is rejected.

This indicates that employee job satisfaction is influenced by a combination of motivation, work discipline, and workload. Good motivation and discipline can enhance employee satisfaction, while a well-managed workload does

not significantly reduce job satisfaction. These findings support previous research by Kasino (2020), who found that these factors collectively affect employee job satisfaction.

Based on these findings, it can be concluded that companies need to pay more attention to motivation and work discipline to improve employee job satisfaction. Although workload did not have a significant impact in this study, companies should still ensure that workloads are balanced to maintain employee productivity and well-being.

## CONCLUSION

Based on the discussion, it can be concluded that the company needs to place greater emphasis on motivation and work discipline in efforts to enhance employee job satisfaction. Although workload does not have a significant direct effect in this study, the company must still ensure that workload distribution is balanced so as not to disrupt employee productivity and well-being.

In conclusion, motivation and work discipline have a significant influence on employee job satisfaction, while workload does not have a direct impact. However, simultaneously, all three factors still affect the level of job satisfaction at PT Haleyora Powerindo Surabaya.

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