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## The Effect of Workload, Job Satisfaction and Training on Employee Work Productivity at PT PLN Nusa Daya Ul Ketapang

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**Abstract:** This study was designed to investigate the influence of workload, job satisfaction, and training on employee productivity at PT PLN Nusa Daya UL Ketapang. The research employed a quantitative approach, with the employees of PT PLN Nusa Daya UL Ketapang serving as the population. From a total of 395 employees, 100 respondents were selected as the sample using a non-probability sampling method with purposive sampling. This technique was chosen to ensure that only employees who met certain predetermined criteria, such as having recorded productivity data, were included in the analysis. Data collection was carried out through a survey method by distributing structured questionnaires to the respondents. Before conducting the analysis, the research instrument underwent several tests to ensure its accuracy and reliability, including validity, reliability, linearity, and multicollinearity tests. These tests confirmed that the instrument was consistent and capable of measuring the research variables appropriately. The data obtained were analyzed using multiple linear regression analysis, supported by the t-test, F-test, and coefficient of determination ( $R^2$ ). These statistical methods enabled the researcher to determine both the partial and simultaneous effects of workload, job satisfaction, and training on employee productivity. The results revealed that workload has a negative and significant effect on employee productivity, meaning that excessive workload tends to reduce performance. Meanwhile, job satisfaction and training both showed positive and significant effects, indicating that employees with higher job satisfaction and adequate training tend to achieve better productivity. In conclusion, the study emphasizes the importance of managing workload effectively while simultaneously improving job satisfaction and providing training opportunities to enhance employee productivity at PT PLN Nusa Daya UL Ketapang

**Keyword:** Workload, Job Satisfaction, Training, Work Productivity

### INTRODUCTION

A company's success is not solely determined by organizational performance but also by the quality of its human resources. One of the factors supporting organizational success is under the control of Human Resources (HR) management (Wibawa & Yudiaatmaja, 2024). Human resources play an important role in supporting the continuity of a company's operational activities. Human resources are the main factor driving a company's growth and progress. (Wirya, K et al., 2020). The importance of human resource management in a company will impact employee productivity in producing good output according to company and customer or consumer demands. Ineffective human resource management can hinder the achievement of an organization's or a company's goals. The presence of good human resource management is

important to encourage growth and improve the quality of a company (Meitriana & Irwansyah, 2017). Therefore, it's crucial for companies to pay attention to employee productivity to support their operations. This also applies to PT PLN Nusa Daya, a company that places a high value on employee productivity to achieve maximum output.

PT PLN (National Electricity Service) Nusa Daya is a subsidiary of PLN (State Electricity Company). This study examines employee productivity at PT PLN Nusa Daya Service Unit (UL) Ketapang, West Kalimantan. Employee productivity at PT PLN Nusa Daya UL Ketapang can be measured by how well disruptions are resolved, how well customer service is provided, and how productive employee work hours are.



Source: Employee Work Productivity Data Processing (2024)  
**Figure 1. Employee Work Productivity Graph for the 2024 Period**

Based on the graph above, it can be seen that the average work productivity of PT PLN Nusa Daya employees for the 2024 period has fluctuated. The increase or decrease in employee productivity at the company indicates that there are things that need to be examined further to determine the factors that influence employee productivity. Furthermore, it appears that employee productivity at PT PLN Nusa Daya UL Ketapang has not yet reached its maximum level of 5 (five) in accordance with the company's target. Along with the decrease or increase in work productivity due to several factors, including employee discomfort at work, a fairly large workload, and employee dissatisfaction with their work (Said, quoted in Puspitasari & Wijayanto, 2024). According to Flippo (1984), work productivity is influenced by a number of important factors such as workforce capabilities, training, incentives, work environment, and leadership style applied by management.

Workload is one of the factors that influences employee productivity. Workload is the total number of tasks a person in an organization must complete within a specific time period, and its measurement aims to evaluate work efficiency and effectiveness (Martahadi et al., 2024). Workload is considered one of the most influential organizational factors affecting employee outcomes (Ditlopo et al., 2024). A high workload coupled with a lack of employee skills will result in less than optimal employee productivity. This is in line with findings by Husaeni & Febrian (2023) and Ilmi et al. (2024) who argue that workload has a negative and significant effect on work productivity. A different opinion was expressed by Puspitasari & Wijayanto (2024) argue that workload has a positive and significant effect on employee work productivity. A high workload will increase employee enthusiasm for completing assigned tasks, thus impacting work productivity.

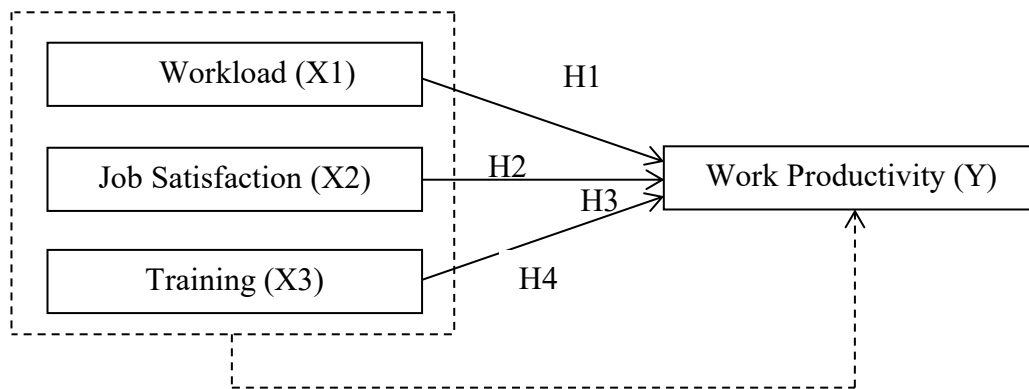
The second factor influencing employee productivity is job satisfaction Job satisfaction is an emotional state, either positive or negative, experienced by employees when evaluating or responding to the work they perform (Handoko & Purnama, 2023). Employee motivation,

engagement, stress management, and job autonomy are considered to play an important role in driving productivity improvement (Al-Suwaidi et al., 2025). Job satisfaction can be defined as the positive emotional state an employee experiences from completed work. Employees with high job satisfaction will have high work morale and a stable work ethic, which will impact their work productivity. This finding is supported by Sudanang & Priyanto (2020) and Husaeni & Febrian (2023) which states that job satisfaction has a positive and significant impact on work productivity. A different view was expressed by Puspitasari & Wijayanto (2024) who argue that job satisfaction has a positive but not significant effect on work productivity.

Another factor that influences employee productivity is training. The training process aims to develop and improving employees' skills, knowledge, abilities, and behaviors to support them in carrying out their duties more effectively (Kasmir, 2018). Training interventions are expected not only to enhance knowledge but also to reduce barriers to behavior and optimize motivators that drive behavioral change (Roberts et al., 2023). Good employee productivity is measured by how well employees can produce maximum output. Providing optimal job training by the company will benefit the employees themselves, thus impacting their productivity. This aligns with findings by Sari et al., (2020) and Trianawati et al. (2024) which states that training has a positive and significant impact on employee work productivity. A different view was expressed by Sopali et al. (2023) which states that training has a positive but not significant effect on employee work productivity.

Based on the background description above, this study only focuses on the factors that influence employee work productivity at PT PLN Nusa Daya UL Ketapang and the differences in opinions among experts in previous studies. This is the basis for the study entitled "The Effect of Workload, Job Satisfaction, and Training on Employee Work Productivity at PT PLN Nusa Daya UL Ketapang."

### Framework of thinking



Information:

H1 : Workload has a significant effect on the work productivity of PT PLN Nusa Daya UL Ketapang employees.

H2 : Job satisfaction has a significant influence on the work productivity of PT PLN Nusa Daya UL Ketapang employees.

H3 : Training has a significant impact on the work productivity of PT PLN Nusa Daya UL Ketapang employees.

H4 : Workload, job satisfaction, and training have a significant impact on the work productivity of employees at PT PLN Nusa Daya UL Ketapang.

### METHOD

In this research, the author employed a quantitative approach with the study conducted at PT PLN Nusa Daya UL Ketapang. The total population targeted in this research consisted of

395 employees who were actively working at the company. In research methodology, the term population refers to the entire group of individuals or objects that share certain characteristics relevant to the study. However, because studying the entire population is often impractical, a sample is drawn to represent the population. The sample is defined as a portion of the population that is selected based on certain criteria so that it can be used as the subject of analysis and to make generalizations about the population.

In determining the sample for this study, the researcher used a non-probability sampling method with a purposive sampling technique. According to Sugiyono (2019), purposive sampling is a sampling technique carried out based on specific considerations aligned with the objectives of the research. This method allows researchers to select respondents who are considered most relevant and capable of providing accurate information in relation to the research problem. In this study, the purposive sampling technique was considered the most appropriate because not all employees met the requirements needed for the analysis.

The researcher established several sample criteria to ensure the quality and relevance of the data collected. The first criterion was that the respondents must be employees of PT PLN Nusa Daya UL Ketapang. The second criterion required that employees must have recorded data on work productivity within the company's system. This requirement was essential because some employees did not have their productivity recorded due to geographical challenges, such as working in areas without internet signal coverage, which limited the availability of their data. As a result, not all employees from the population of 395 people could be included in the sample. After applying these criteria, the researcher was able to select 100 employees who fit the requirements and were therefore designated as the research sample.

The data collection process was conducted using a survey method, specifically by distributing structured questionnaires to the selected respondents. Questionnaires are often chosen in quantitative research because they allow data to be collected efficiently and systematically from a large number of participants. In this study, the questionnaire served as the main instrument for gathering information related to the variables under investigation, namely workload, job satisfaction, training, and work productivity.

Once the data was collected, the researcher applied multiple linear regression analysis as the primary data analysis method. This statistical technique is widely used to analyze the relationship between independent variables and a dependent variable, both simultaneously and individually. In the context of this research, the independent variables were workload, job satisfaction, and training, while the dependent variable was work productivity. Multiple linear regression was chosen because it provides a clear picture of how each independent variable contributes to changes in the dependent variable, allowing researchers to determine the magnitude and direction of the effect.

The data that had been collected from the questionnaires was then processed using SPSS (Statistical Product and Service Solutions) software, version 27.0 for Windows. SPSS is a reliable and widely used tool for data management and statistical analysis, offering a variety of features that help researchers to calculate, test hypotheses, and interpret data accurately. The use of SPSS ensured that the data analysis was conducted systematically, and the results obtained were statistically valid and reliable.

Overall, the research methodology employed in this study combined a well-defined population and carefully selected sample, a structured data collection process, and rigorous statistical analysis. This methodological framework was designed to ensure that the findings of the study would be credible, relevant, and applicable to the context of PT PLN Nusa Daya UL Ketapang, particularly in understanding the influence of workload, job satisfaction, and training on employee work productivity.

**RESULTS AND DISCUSSION**

**Table 1. Summary of Multiple Linear Regression Analysis Results**

Independent Variable	Coefficient	Sig	Correlation Coefficient
Workload	-.318	<.001	-.870
Job satisfaction	.081	.024	.229
Training	.165	<.001	.464
Constant	4,846		
Sig. F	<.001		
R	.898		
R2	.807		
Adjusted R Square	.801		

*Source: data processing (2025)*

Based on Table 1, the multiple linear regression equation obtained is  $Y = 4.846 - 0.318X_1 + 0.081X_2 + 0.165X_3$ . This equation shows that the constant (a) is 4.846, meaning that if the variables of workload (X1), job satisfaction (X2), and training (X3) are all equal to zero, work productivity (Y) will still have a value of 4.846 units.

Furthermore, the regression coefficient for the workload variable (X1) is -0.318, which indicates that an increase of one unit in workload will decrease work productivity by 0.318 units. On the other hand, the job satisfaction variable (X2) has a coefficient of 0.081, meaning that an increase of one unit in job satisfaction will raise work productivity by 0.081 units. Similarly, the training variable (X3) has a coefficient of 0.165, showing that an increase of one unit in training will improve work productivity by 0.165 units.

**Coefficient of Determination**

The R2 value in this study was 0.801, this result indicates that work productivity is influenced by workload, job satisfaction, and training, with an effect of 80.1%. The remaining 19.9% was influenced by other variables not examined in this study.

**Hypothesis Testing Results**

Based on Table 1, the correlation coefficient was obtained with a value of -0.870 with a p-value of ( $<0.001 < \alpha (0.05)$ ). Therefore, Ho is rejected, meaning there is a negative and significant influence of workload on work productivity employees of PT PLN Nusa Daya UL Ketapang. This indicates that the higher the workload, the lower employee productivity tends to be. A high workload without adequate support, such as time management, task planning, and team coordination, will impact work productivity. High workloads and role conflict can hinder concentration, trigger fatigue, and ultimately reduce individual productivity in carrying out tasks (Pramarta et al., 2025). This finding is reinforced by field conditions, where the workload experienced by the company's employees is still not optimally controlled. Sudden disruptions, suboptimal team coordination, and employee indiscipline in completing assigned tasks have resulted in a mounting workload. The high workload a person receives results in a very high level of responsibility (Yosiana & Suci, 2022). Essentially, companies assign workloads and tasks according to each employee's job description; these factors contribute to suboptimal work productivity. Furthermore, due to the large work area, employees must be able to manage their time effectively to ensure timely completion. This situation contributes to high workloads impacting performance. This is consistent with previous studies by Husaeni & Febrian (2023) and Ilmi et al. (2024) which states that performance burden has a negative and significant effect on work productivity. However, this is not in line with research conducted by Puspitasari &

Wijayanto (2024) which states that workload has a positive and significant effect on work productivity.

Based on Table 1, the correlation coefficient was obtained with a value of 0.229 with a p-value of  $(0.024) < \alpha (0.05)$ . Therefore,  $H_0$  is rejected, meaning there is a positive and significant influence of job satisfaction on work productivity. Employees of PT PLN Nusa Daya UL Ketapang. This indicates that the higher the level of job satisfaction, the higher the employee productivity. This finding is reinforced by field observations and interviews, which revealed that employees were satisfied with their salaries and benefits, which were clearly tailored to their respective duties and positions. Furthermore, a positive relationship with superiors and a supportive work environment also contribute to employee satisfaction. When employees enjoy their tasks and work, they are more enthusiastic and enjoy completing their work (Nurlaela & Trianasari, 2021). In addition, overtime pay and rewards are provided to employees who work beyond the time limit, as well as to employees with satisfactory performance results. However, the company does not yet provide incentives to all employees. This is one factor influencing employee job satisfaction. Employees with good job satisfaction will influence their performance results and work productivity. This aligns with previous research by Lestari & Widiastini (2021) and Nidyawati (2022) which states that job satisfaction has a positive and significant effect on work productivity. In addition, in research conducted by Sururin et al. (2020) who argue that job satisfaction has a significant influence on employee work productivity. However, a different view was expressed by Puspitasari & Wijayanto (2024) which states that job satisfaction does not have a significant effect on work productivity.

Based on Table 1, the correlation coefficient was obtained with a value of 0.464 with a p-value  $(<0.001) < \alpha (0.05)$ . Therefore,  $H_0$  is rejected, meaning there is a significant influence of training on work productivity employees of PT PLN Nusa Daya UL Ketapang. This indicates that the higher the training received, the higher the employee's work productivity tends to be. This finding is supported by observations and interviews conducted in the field. The company routinely and continuously provides training and outreach to support its performance. The training is provided in theory and direct practice. The training and outreach are provided at least once every 6 months. However, training and outreach should be provided at least once every 3 months for more optimal results. In addition, to support the training and outreach provided by the company to employees, the company manager will routinely provide daily briefings before work begins regarding the tasks to be carried out to ensure they are in accordance with and in line with performance requirements. The implementation of training and career development is a supporting part to improve performance to be more optimal (Dewi & Rahmawati, 2021). Therefore, it is important for companies to provide training to improve employee skills and knowledge, thereby contributing to employee productivity. This is in line with previous research conducted by Dagnev Gebrehiwot & Elantheraiyan, (2023) which states that training is considered to play an important role in improving employee performance as well as enhancing work productivity. In addition, Yunita & Krisna (2022) as well as Pendayani & Heryanda (2020) in his research stated that job training had a significant effect on work productivity. However, a different perspective was presented by Sopali et al. (2023), who found that training does not have a significant effect on work productivity.

Based on Table 1, the adjusted R-squared value is 0.801 with a p-value of  $(<0.001) < \alpha (0.05)$ . Therefore,  $H_0$  is rejected, meaning there is a significant influence of workload, job satisfaction, and training on work productivity employees of PT PLN Nusa Daya UL Ketapang. Good and appropriate workload management, increased employee job satisfaction, and the provision of good and effective training will contribute to work productivity. The results of interviews and observations at the company show how workload, job satisfaction, and training influence employee work productivity. In the company, managers as leaders can protect, listen to employee opinions, and provide input to support better work productivity. In addition, workload management that is not optimal, such as sudden disruptions or lack of

coordination between colleagues will affect employee workload. Job satisfaction felt by employees is quite good. This is seen in communication with superiors, giving appreciation to employees who provide good performance and granting rights in accordance with their obligations. In training, the company has maximized training and socialization to support its performance, so that this will have an impact on employee performance productivity. The training is provided by the company to employees to help improve the quality and competence of individual employees, thereby encouraging better work productivity. Increases or decreases in workload, job satisfaction, and training will ultimately impact fluctuations in employee productivity and lead to suboptimal productivity. This is supported by Mathis and Jakshon's statement (cited in Maisaroh & Suarmanayasa, 2022) which explains productivity as the ratio between the total results achieved in a certain period and the total input used in that time.

## CONCLUSION

Based on the findings and explanations presented earlier, it can be concluded that workload, job satisfaction, and training have a significant effect on employee productivity at PT PLN Nusa Daya UL Ketapang. Excessive workload without good management support, such as time management, discipline, coordination, and task planning, will have an impact on decreasing employee productivity. Job satisfaction felt by employees, such as a supportive work environment, relationships with superiors, and the provision of appropriate rights tend to help in increasing employee productivity. In addition, training provided by the company, supported by regular socialization, will impact employee competence and expertise, which in turn affects employee productivity. Therefore, company management needs to manage workload well, optimal job satisfaction, and provide supportive training to facilitate employee productivity and help in achieving company goals.

Based on the conclusions of this study, several recommendations are needed for both the company and future researchers. For companies, to increase productivity and maintain the stability of employee productivity, they can evaluate and adjust assigned tasks or workloads so that these tasks can be completed properly and produce maximum output in accordance with the company's desires. Companies can improve time management systems, control employee discipline levels, and maintain team coordination. Furthermore, companies can create sustainable relationships by providing rewards and other incentives to maintain employee morale. Furthermore, to increase employee productivity, companies can maximize the training provided to ensure it is relevant to the tasks being performed. Companies can increase the frequency of job training provided to employees. For future researchers, it is recommended to include other variables that may influence work productivity, such as motivation, work environment, leadership, and organizational culture. In addition, subsequent studies may employ different research objects and alternative research methods.

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