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The Influence of Workload, Compensation and Work Motivation on Job Satisfaction at Al-Islam Hospital Bandung

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Abstract: This study, titled "The Influence of Workload, Compensation, and Work Motivation on Job Satisfaction at Al-Islam Hospital Bandung," aims to identify the elements that might affect employee work satisfaction, either partially or concurrently. The study will focus on three factors: Workload (X1), Compensation (X2), and Work Motivation (X3). The data will be collected through interviews and questionnaires. The test findings demonstrate that the Workload variable has a very negative and significant influence on job satisfaction, whereas compensation and work motivation have a very positive and significant influence, both partially and concurrently on job satisfaction among employees at Al-Islam Hospital Bandung. The findings of this report have implications that extend beyond academic interest. Organizations such as Al-Islam Hospital Bandung can benefit from a better understanding of the factors that influence employee job satisfaction. By addressing workload concerns and aligning compensation and motivation practices strategically, Companies may provide a more pleasant work environment, resulting in better levels of employee satisfaction and well-being. This report can be used as a helpful tool for companies seeking to improve organizational performance by optimizing their human resource management strategies to promote employee happiness.

Keywords: Job Satisfaction, Workload, Compensation, Work Motivation

INTRODUCTION

In this era of globalization, organizations are forced to upgrade their information technology strategy to keep their human resources as valuable assets. The current market is highly competitive, and companies must be able to utilize the potential of each individual to succeed. To meet these needs, companies rely on human resource management. Managing, coordinating, and employing personnel successfully is critical for businesses to meet their objectives. Human resources are the science and art of managing the relationships and obligations of the workforce in order to assist fulfill the goals of the organization, employees, and society (Handoko, 2017:10). Human resource management aims to strike a balance

between employee requirements and the company's demands and capabilities. This establishes a cooperative partnership between businesses and human resources to achieve the company's goals.

Companies and employees have a mutually beneficial relationship in achieving the company's goals, which is influenced by human resources. Every employee expects to be satisfied with their jobs and have their needs focused on via their contributions to the organization. Job happiness is an important aspect of keeping employees. Job satisfaction reflects a favorable attitude about one's job. Good job satisfaction allows firms to present a favorable image of optimal work results and employee loyalty (Robbins and Judge, 2017:12).

People have diverse needs that are increasing day by day, which is why businesses need to focus on motivating and managing the workload of their employees. One way to address this challenge is to ensure job satisfaction through compensation. Service-oriented companies or organizations heavily rely on their employees' performance to enhance their satisfaction. In this regard, Al-Islam Hospital Bandung, being a community healthcare provider, expects its staff to exhibit positive behaviors while on the job to achieve the organization's objectives. The pre-survey on work satisfaction yielded that the researcher conducted and the results obtained are as in Table 1. below:

Table 1. Pre-Survey Results Questionnaire Regarding Job Satisfaction

No	Statement	Presentation	
		Agree	Disagree
1	"My workplace offers job responsibilities that align with my skills and abilities."	70%	30%
2	I am content with my salary as it meets my daily needs	40%	60%
3	"Colleagues working together in the office can always achieve great results."	35%	65%
4	"I feel comfortable at work because my boss is always supportive of his subordinates."	75%	25%
5	I have been recognized with awards and received praise from my superiors and agencies for my work achievements.	45%	55%

Source: Data processed by researchers, 2024

Based on the Table 1. findings of a pre-survey done at AL-ISLAM Bandung Hospital, it is clear that staff work satisfaction is not yet optimal. 70% of respondents are satisfied with their allocated jobs based on their abilities, whereas 30% disagree. Regarding the wage, 60% of respondents are dissatisfied since it does not meet their daily needs, while 40% are happy. In terms of cooperation, 65% of respondents are unsatisfied with their coworkers because they are unable to collaborate, while 35% are satisfied. 75% of the subordinates are satisfied with the support of their superiors, while 25% are unsatisfied. Furthermore, 55% of respondents were unsatisfied with the lack of gratitude and praise for their achievements, whereas 45% of respondents felt dissatisfied.

Employee well-being is a critical aspect that employers and employees must consider. Job satisfaction is determined by various factors, including the effort required to complete a task. Workload and job satisfaction are two factors that can have an impact on a company's performance. Working independently is a crucial factor that can increase job satisfaction, but excessive work can hurt job satisfaction. When a worker is expected to perform tasks that are beyond their capabilities, it can affect their performance.

It has been found that an increase in workload can harm staff quality. According to (Hermingsih & Purwanti, 2020), Workload has a favorable and considerable impact on job satisfaction. A research by (Saputra, 2021), it was discovered that workload has a substantial effect on employee job happiness. This means that when the workload the company assigns aligns with the individual's abilities, the employee's job satisfaction is higher. (Hasyim, 2020)

This study demonstrates that workload has a negative and considerable impact on employee job satisfaction. Offering incentives to employees can boost their motivation to meet their financial needs and build a positive relationship with the company. As per Mangkunegara (2017:83), compensation is deemed to be commensurate. In the civil service, monetary rewards are given to employees as a token of gratitude for their service.

Based on research conducted by (Farisi & Pane, 2020) and (Paijan & Putri, 2019), compensation has a significant impact on employee job satisfaction. Financial factors such as salary, social security, facility allowances, promotions, etc. play a crucial role in ensuring employee welfare and happiness. Therefore, companies need to provide adequate compensation to their employees to improve their job satisfaction. Motivation can be defined as a process of external influence or driving force that generates passion in individuals or work groups to carry out a predetermined task (Mangkunegara, 2017:93). (Fajrina & Kustini, 2022) and (Alyssa Zahra & Wijaya, 2023) Both discovered a positive correlation between work motivation and job satisfaction. (Meri Astuti & Ariani Mayasari, 2021) Work motivation has a positive effect on job satisfaction.

This research focuses on Al-Islam Hospital Bandung, a healthcare provider that aims to balance labor dynamics with corporate goals. The study seeks to better understand the link between employee job satisfaction and three major factors: workload (X1), remuneration (X2), and work motivation (X3). The findings are meant to assist Al-Islam Hospital Bandung and other organizations in improving their human resource management practices in order to promote employee happiness and overall organizational performance. This study expands our understanding of how workload, compensation, and work motivation form the landscape of job satisfaction in today's workplace.

METHOD

Sugiyono (2018:10) defines research technique as a scientific approach to gather data for a specific purpose. It is important to use acceptable research methodologies to collect data for a study. This particular study employed a quantitative methodology that included descriptive and verification components. The study included a research population of 900 individuals working at AL-ISLAM Hospital in Bandung. The author arrived at this population size using the Slovin approach, as explained by Sugiyono (2018:87). The Slovin approach involved limiting the population to 900 hospital personnel and selecting a sample size of 95 individuals from all staff members at AL-ISLAM Hospital in Bandung.

The data in this research can be collected using the following techniques: 1) One strategy for collecting data is through interviews, where questions and answers are used to gather information from leaders, authorities, or other individuals closely associated with the research subject; 2) A questionnaire is a method of collecting data by creating a list of relevant questions related to the topic being investigated. The list of questions is then provided to the leadership, authorized parties, or other components directly related to the object being examined. In this specific case, the staff of AL-ISLAM Hospital Bandung will be the target audience for the questionnaire; 3) At AL-ISLAM Bandung Hospital, we will gather data from existing documents to document our investigation; and 4) A literature review is a strategy for acquiring theoretical data from specialists via reading sources that connect to and support the variables explored in this research, including efficiency with workload, remuneration, work incentive, and job satisfaction.

RESULTS AND DISCUSSION

Job Satisfaction

Robbins (2015:170) defines job satisfaction as an individual's overall attitude toward their work, which is influenced by the gap between their actual income and what they believe

they should earn. Meanwhile, Sudaryo (2018:76) suggests that an individual's perception of enjoyable or painful employment is influenced by the expectations and rewards provided by the employer.

Job satisfaction, as defined by Afandi (2018:74), refers to the favorable attitude of workers towards their work, including their duties and behavior. This attitude is expressed through the sense of gratitude felt by workers for accomplishing one of the main work values. Job satisfaction is measured through several dimensions and indicators, which include job, salary, promotion, supervisor, and co-workers.

Workload

Workload refers to any assigned task that must be completed within a specific time frame (Koesomowidjojo, 2017:21). Munandar (2014:20) defines workload as the tasks employees are assigned to complete within a specific time frame, utilizing their skills and abilities. The three dimensions of workload are physical load, mental load, and time load, each with its indicators.

Compensation

Compensation refers to the payment made by a company to its employees, which can be both monetary and non-monetary, as explained by Kashmir (2017:233).

Hasibuan (2017:118) defines compensation as any form of remuneration, including money and commodities, that employees receive for their services. Compensation can be divided into financial and non-financial categories.

Work Motivation

According to Mangkunegara (2017:93), Work motivation is the process of influencing or encouraging someone or a work group from outside to carry out a set activity. Motivation, as defined by Sudaryo et al (2018:64), is a psychological state that compels an individual to act to achieve their goals. It encompasses three dimensions: the need for achievement, the need for affiliation, and the need for power.

Previous Research Results

Table 2. Previous Research

No	Author (Year)	Research Title	Research Results	Similarities and Differences
1	Anik Hermingsih, Desti Purwanti (2020)	The Influence of Compensation and Workload on Job Satisfaction with Work Motivation as a Moderating Variable	The study discovered that income and workload had a positive and significant effect on satisfaction. Work motivation alters the influence of compensation on job satisfaction by decreasing it.	Similarities: Research the independent variables of compensation and workload. Difference: Using the dependent variables job satisfaction and work motivation.
2	Agung Aditya Saputra (2022)	The Influence of Compensation, Work Environment and Workload on Employee Job Satisfaction	The research results showed that the influence of compensation and workload on job satisfaction greatly influences the company's productivity	Similarities: Investigating the effects of salary and workload on job satisfaction. Difference: This journal does not explain work motivation on job satisfaction.
3	Salman Farisi, Ilyas Hadi Pane (2020)	The Influence of Job Stress and Compensation on Job Satisfaction at	The results of research on compensation have a positive and significant effect on job satisfaction. compensation has	Similarities: Researching the influence of compensation on job satisfaction.

No	Author (Year)	Research Title	Research Results	Similarities and Differences
		the Medan City Education Department	a positive and significant effect on job satisfaction, meaning that compensation has an influence on job satisfaction.	Difference: This journal does not explain work motivation on job satisfaction and workload on job satisfaction.
4	Desak Gede Meri Astuti, Ni Made Dwi Ariani, Mayasari (2021)	The Effect of Workload and Motivation on Employee Job Satisfaction in Class IIB Singaraja Prisons	Workload and work motivation significantly affect job satisfaction among employees of Class IIB Singaraja prison.	Similarities: Examining the influence of workload on job satisfaction and the influence of work motivation on job satisfaction Difference: This journal does not explain compensation regarding job satisfaction
5	Paijan, Anugrah Hutami Putri (2019)	The Influence of Workload and Compensation on Employee Job Satisfaction (Case Study at Tri Poda Parama Office)	Workload has a (negative) influence on employee job satisfaction and compensation has a (positive) influence on employee job satisfaction	Similarities: Variable X Workload (X1) Compensation (X2) Variable Y Employee Job Satisfaction Difference: This journal does not examine work motivation variables and the places studied
6	Divani Alyssa Zahra, Fanji Wijaya (2023)	The Influence of Workload, Compensation, and Work Motivation on Employee Job Satisfaction at The White Clover Resto & Dine Restaurant	The findings of assessing the impact of Workload, Compensation, and Work Motivation on Employee Job Satisfaction reveal a substantial value that Workload, Compensation, and Work Motivation all have an influence on Employee Job Satisfaction.	Similarities: Researching the effect of workload, compensation and work motivation on job satisfaction Difference: Researched Place
7	Atikah Nur Fajrina, Kustini Kustini (2022)	The Impact of Motivation, Work Environment, and Compensation on Job Satisfaction at PT. Puma Logistics Intelnational	Work motivation has a positive influence on job satisfaction. Work Environment Has a (Positive) Effect on Job Satisfaction. Compensation has a positive influence on work satisfaction.	Similarities: Researching work motivation variables and job satisfaction variables Difference: This journal does not examine workload variables, the place studied

Source: by Author 2024

Conceptual Framework

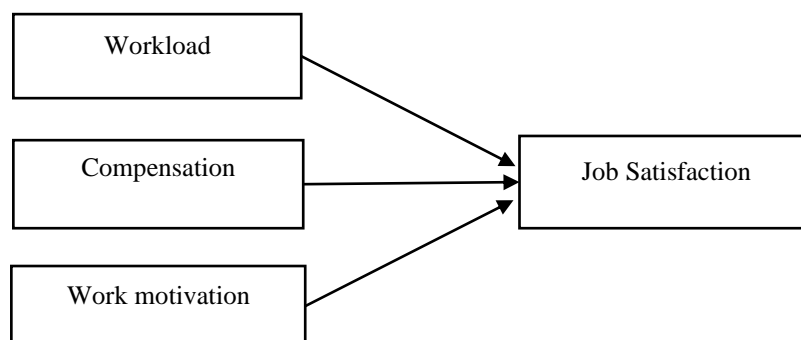


Figure 1. Conceptual Framework

Validity Test

Table 3. Validity Test Results

Variable	No.Item	Pearson Correlation	Correlation Level	Conclusion
Job Satisfaction (Y)	Y.1	0.688	0.2028	Valid
	Y.2	0.599	0.2028	Valid
	Y.3	0.715	0.2028	Valid
	Y.4	0.522	0.2028	Valid
	Y.5	0.778	0.2028	Valid
	Y.6	0.571	0.2028	Valid
	Y.7	0.617	0.2028	Valid
	Y.8	0.645	0.2028	Valid
Workload (X ₁)	X1.1	0.710	0.2028	Valid
	X1.2	0.704	0.2028	Valid
	X1.3	0.632	0.2028	Valid
	X1.4	0.412	0.2028	Valid
	X1.5	0.749	0.2028	Valid
	X1.6	0.775	0.2028	Valid
Compensation (X ₂)	X2.1	0.755	0.2028	Valid
	X2.2	0.791	0.2028	Valid
	X2.3	0.764	0.2028	Valid
	X2.4	0.653	0.2028	Valid
	X2.5	0.727	0.2028	Valid
	X2.6	0.669	0.2028	Valid
	X2.7	0.261	0.2028	Valid
Work Motivation (X ₃)	X3.1	0.688	0.2028	Valid
	X3.2	0.709	0.2028	Valid
	X3.3	0.765	0.2028	Valid
	X3.4	0.573	0.2028	Valid
	X3.5	0.640	0.2028	Valid
	X3.6	0.798	0.2028	Valid
	X3.7	0.816	0.2028	Valid
	X3.8	0.782	0.2028	Valid
	X3.9	0.717	0.2028	Valid

Source: processed by researchers, 2024

After analyzing the table, it can be noticed that all instruments linked with the variables, namely Job Satisfaction (Y), Workload (X₁), Compensation (X₂), and Work Motivation (X₃), have a Pearson correlation coefficient greater than 0.2028. This suggests that the tool is reliable and can be used effectively to conduct research or test hypotheses.

Reliability Test

Table 4. Reliability Test Results

Variable	Croanbach Alpha	Critical Value	Conclusion
Job Satisfaction (Y)	0.782	0.60	Reliable
Workload (X ₁)	0.756	0.60	Reliable
Compensation (X ₂)	0.733	0.60	Reliable
Work Motivation (X ₃)	0.880	0.60	Reliable

Source: processed by researchers, 2024

The reliability test findings for Job Satisfaction (Y), Workload (X₁), Compensation (X₂), and Work Motivation (X₃) indicate that all of these variables are reliable. The reliability test was performed using SPSS, and each item had a value larger than the Cronbach Alpha value,

with a value of > 0.60. This indicates that all of the products meet the reliability testing standards.

Normality Test

Table 5. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
	Unstandardized Residual	
N	95	
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.24236708
Most Extreme Differences	Absolute	.091
	Positive	.067
	Negative	-.091
Test Statistic	.091	
Asymp. Sig. (2-tailed)	.049 ^c	

Source: processed by researchers, 2024

After conducting the Kolmogorov-Smirnov test, it was found that the Sig value of 0.049 exceeds the critical threshold of 0.05. Therefore, it can be concluded that the data is consistently distributed.

Multicollinearity Test

Table 6. Multicollinearity Test Results

Model	Coefficients ^a						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF	
	B	Std. Error	Beta					
1 (Constant)	13.347	2.789		4.786	.000			
Workload	-.188	.071	-.178	-2.637	.010	.925	1.082	
Compensation	.394	.121	.342	3.263	.002	.382	2.618	
Work Motivation	.316	.078	.420	4.032	.000	.387	2.582	

Source: processed by researchers, 2024

The regression model does not exhibit multicollinearity as indicated by the VIF values of the three variables, which are less than 10, and their tolerability values, which are more than 0.10.

T Test

Table 7. T Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.347	2.789		4.786	.000
Workload	-.188	.071	-.178	-2.637	.010
Compensation	.394	.121	.342	3.263	.002
Work Motivation	.316	.078	.420	4.032	.000

Source: processed by researchers, 2024

According to the results of the t-test analysis shown in table 7, the following results were obtained: 1) The workload is significant ($\alpha = 5\%$) with 95 degrees of freedom (v). The t table

value for this is +1.986, as noted in the above table. Furthermore, the estimated t value is larger than the t table value ($-2.637 > -1.986$) and the Sign value is 0.01, which is smaller than 0.05. These results indicate that the workload has a negative and substantial impact on job satisfaction; 2) Compensation was assessed at a 5% significance level (α) and 95 degrees of freedom (v). The t-table result is +1.986. Referring to the table above, we can see that the calculated t value of 3.263 exceeds the t table value of 1.984. Additionally, the Sig value is 0.002, which is less than 0.05. This suggests that remuneration has a somewhat positive and considerable impact on work satisfaction; and 3) Work motivation was assessed using a 5% significance level (α) and 95 degrees of freedom (v). The t-table value was calculated to be +1.986. According to the findings, the estimated t-value (4.032) was less than the t-table value (1.984), and the Sig value was 0.000, which above the significance level of 0.05. These findings show that work motivation has a somewhat favorable and significant influence on job satisfaction.

F Test

Table 8. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	765.180	3	255.060	49.107	.000 ^b
	Residual	472.652	91	5.194		
	Total	1237.832	94			

Source: Data processed by researchers, 2024

The results of the calculation above show that the calculated F value is 49.107 with a p-value (sig) of 0.000, $\alpha = 0.05$, and degrees of freedom of $V1 = 95$ and $V2 = 4$ respectively. This leads to an F table value of 2.705, which indicates that the calculated F is greater than the table F ($49.107 > 2.705$). Therefore, the hypothesis is both accepted and rejected. The hypothesis suggests that Workload (X1), Compensation (X2), and Work Motivation (X3) have a statistically significant impact on Job Satisfaction concurrently.

CONCLUSION

The research and discussions on Workload (X1), Compensation (X2), and Work Motivation (X3) related to Job Satisfaction (Y) at Al-Islam Hospital Bandung led to the following conclusions:

1. Workload (X1) has a statistically significant and negative influence on Job Satisfaction (Y) at Al-Islam Hospital Bandung
2. Compensation (X2) has a statistically significant and positive influence on Job Satisfaction (Y) at the Al-Islam Hospital Bandung
3. Work Motivation (X3) has a statistically significant and positive influence on Job Satisfaction (Y) at the Al-Islam Hospital Bandung
4. The findings of the study strongly support the hypothesis that Workload (X1), Compensation (X2), and Work Motivation (X3) collectively have a statistically significant impact on Job Satisfaction. The calculated F value, which surpasses the critical F table value, provides evidence that the combined influence of these factors is not due to chance. This highlights the importance of considering all three variables together when analyzing their effects on job satisfaction in the given context. Implementing these recommendations can lead to a better work environment, job satisfaction, and increased retention and productivity. Regular assessments and adjustments ensure strategies align with evolving needs.

5. The study analyzed the impact of Workload (X1), Compensation (X2), and Work Motivation (X3) on Job Satisfaction (Y), with a suggestion for future researchers to expand the number of related factors to compare.

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