

THE INFLUENCE OF OCCUPATIONAL SAFETY AND HEALTH (OSH), WAGES AND WORKLOAD ON EMPLOYEE JOB SATISFACTION AT PT ISKANDAR INDAH PRINTING TEXTILE SURAKARTA

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Abstract

This research aims to test and measure the influence of Occupational Safety and Health (OSH), wages, and workload on employee job satisfaction, both partially and simultaneously, and to identify the variable that has the most dominant influence on job satisfaction. The study was conducted on employees of PT Iskandar Indah Printing Textile Surakarta, focusing on all product department employees on Shift I (07:00-15:00 WIB), totaling 169 employees. A sample of 68 employees, representing 40% of the population, was selected using random sampling. The results show that, partially, OSH and wages positively affect job satisfaction, while workload negatively impacts it. Simultaneously, OSH, wages, and workload collectively influence job satisfaction. Among these factors, wages have the most dominant effect on employee job satisfaction. The study concludes that OSH, wages, and workload explain 87.10% of the variation in employee job satisfaction, with the remaining 12.90% accounted for by other variables not included in this research model. These findings highlight the importance of implementing robust OSH practices, ensuring fair wages, and managing workload to enhance employee satisfaction. The insights provided can assist management at PT Iskandar Indah Printing Textile and similar organizations in improving employee well-being and job satisfaction.

Keywords: OSH, wages, workload, job satisfaction, multiple linear regression

Introduction

Human resources (HR) serve as the primary driving force behind a company's operations, playing a crucial role in achieving its vision and goals. Effective HR management is essential for fostering the best contributions from employees. Job satisfaction among employees is particularly significant, as it directly influences the organization's overall performance. When employees experience fulfillment in their work, it indicates a positive attitude towards their tasks and work environment, reflecting high job satisfaction (Wiliandari & Isrososiawan, 2015). Monitoring and maintaining job satisfaction is vital for improving work quality and supporting organizational sustainability. Various factors contribute to job satisfaction, such as compensation, workload, and occupational safety and health. The job itself, salary, job security, working conditions, promotion opportunities, supervision, management, personal characteristics, facilities, commitment, and workload are all important elements influencing job satisfaction (Basak & Govender, 2015). Effective wage policies, including appropriate amounts, structure, and timely payments, can boost employee morale and performance, thereby helping achieve the company's objectives (S. P. Hasibuan, 2016).

Compensation plays a crucial role in employee performance and job satisfaction. Adequate compensation meets employees' needs and enhances their well-being, whereas inadequate compensation can lead to decreased motivation and satisfaction. Research by

Sylvia & Sitio (2019) indicates that salary positively impacts performance and satisfaction, while studies by Insan (2020) and Ikhwana (2023) suggest that salary does not significantly affect satisfaction. Workload also influences job satisfaction. A balanced workload helps improve work methods, while an imbalance can lead to boredom or fatigue. Srimarut & Mekhum (2020) found that workload is a predictor of job satisfaction, with positive coworker attitudes contributing to higher satisfaction levels. Conversely, Sari & Rahyuda (2019) discovered that excessive workload negatively affects satisfaction. Workplace health and safety significantly impact job satisfaction as well. Frequent workplace accidents can lower satisfaction, while effective safety programs boost enthusiasm, work harmony, and participation, ultimately enhancing performance (Milawati et al., 2018; Kurniawan, 2016; Saputro & Prihatini, 2018).

An initial survey revealed that PT Iskandar Indah Printing Textile Surakarta (PT Iskandartex), a textile company, faces several HR management challenges. Issues such as excessive workloads, inadequate compensation, and insufficient attention to employee safety and health from chemical exposure are prevalent. Addressing these issues is crucial for the well-being of employees and the long-term success of the company. The objectives of this study are: 1) to evaluate the impact of occupational health and safety (OHS), wages, and workload on employee job satisfaction, both individually and collectively, and 2) to identify the variables with the most significant influence on job satisfaction.

Literature Review

1. Satisfaction

Job satisfaction is a critical aspect of organizational behavior that significantly influences both individual performance and the overall effectiveness of an organization. It is defined as a positive emotional state resulting from the appraisal of one's job or job experiences, reflecting employees' feelings and attitudes towards their work and work environment (Luthans, 2013; Robbins, 2015). Several dimensions contribute to job satisfaction, including the nature of the work, wages, opportunities for promotion, supervision, and relationships with co-workers (Tasios & Giannouli, 2017).

Research highlights the importance of proper safety measures and health protocols in the workplace, demonstrating that these factors lead to higher employee satisfaction and productivity. Occupational safety and health (OSH) initiatives not only prevent accidents and illnesses but also foster a sense of security and well-being among employees, contributing to their overall job satisfaction (Sutrisno, 2019). Furthermore, compensation plays a crucial role in job satisfaction. Fair and adequate compensation is perceived as a reflection of the organization's recognition of employees' efforts and contributions. Studies show that appropriate wage policies, including the amount, structure, and timely payment, significantly boost job satisfaction and employee performance (Sylvia & Sitio, 2019). In contrast, inadequate compensation can lead to dissatisfaction, reduced motivation, and lower performance levels.

Workload is another essential factor affecting job satisfaction. An optimal workload can enhance job satisfaction by allowing employees to utilize their skills and abilities effectively, leading to a sense of accomplishment and fulfillment. However, an excessive workload can cause stress, burnout, and dissatisfaction, while an insufficient workload can result in boredom and a lack of engagement (Srimarut & Mekhum, 2020). Balancing workload is therefore crucial to maintaining high levels of job satisfaction. Ensuring that employees have a manageable workload, receive fair compensation, and work in a safe and healthy environment are fundamental to fostering job satisfaction. This holistic approach to managing job satisfaction highlights the interconnectedness of various factors and underscores the need for comprehensive strategies to enhance employee well-being and organizational success.

2. Occupational Safety and Health

Occupational safety and health are critical components in the workplace that ensure the well-being of employees and contribute significantly to overall job satisfaction. According to Mangkunegara (2015), occupational safety refers to the condition of being safe while performing tasks, minimizing the risk of work accidents that can result in permanent injuries and impairments, which in turn cause losses to both workers and enterprises. Work safety encompasses conditions that protect employees from suffering damage or loss while at work. Ridley (2013) expands on this by stating that employment safety involves the safety of equipment, workplace environment, and work processes, aiming to

guarantee both physical and spiritual well-being of workers, ultimately contributing to societal welfare. Buntarto (2015) adds that occupational safety is highly dependent on the type, form, and environment of the work being carried out.

The goals of work safety, as outlined by Buntarto (2015), include protecting workers' rights to safety, ensuring the safety of everyone in the workplace, and maintaining production resources efficiently and safely. Occupational health, on the other hand, is described by Kuswara (2014) as a state where workers remain healthy, free from physical, mental, or emotional disturbances caused by their work environment. This includes preventing health issues that arise from the interaction between workers and their environment. Buntarto (2015) further explains that work health aims at achieving the highest degree of health for working people, covering physical, spiritual, and social health, and preventing and treating work-related health disorders.

Mangkunegara (2015) concludes that occupational health is a condition free from physical, mental, emotional, and pain disturbances caused by the work environment. The aim is to achieve the highest health level for the working community. Jackson, Schuler, and Werner (2016) identify five dimensions of occupational safety and health: monitoring the level of occupational safety and health, accident prevention, disease prevention, stress management, and health programs. These dimensions are crucial for maintaining a safe and healthy work environment.

Monitoring occupational safety and health involves archiving all accident data and employee health records, which are divided into incidence, frequency, and severity levels. These records help in calculating the number of accidents and illnesses, measuring their frequency per million working hours, and describing lost working hours due to accidents or illnesses. Accident prevention includes ergonomics, forming safety committees, changing employee behavior, and assessing intervention effectiveness. Ergonomics improves employee health and comfort, while safety committees identify safety and health issues. Behavior changes, like intensive health programs, are common in companies, and assessing intervention effectiveness helps avoid losses from accidents.

Disease prevention is essential as employee illness can cause significant losses. Companies keep health records, supervise employees, and conduct genetic screenings. Stress management programs help employees handle job-related stress, contributing to overall occupational health and safety.

3. Wages

Wages are a critical factor influencing employee job satisfaction, defined comprehensively under various regulations and theories. According to Law No. 13 of 2003 concerning Employment, wages are the rights of workers/laborers received as compensation from employers, determined and paid according to work agreements or legislation, including benefits for workers and their families for work performed. Government Regulation No. 78 of 2015 further defines wages similarly,

emphasizing fair and appropriate remuneration for achieving organizational goals.

Wages can be based on hours worked, the number of goods produced, or services provided (Rivai, 2015). Muchdarsyah Sinungan (2014) views wages as a reflection of national income, while Sadono Sukirno describes them as payments for physical services provided by workers to entrepreneurs. According to Malayu SP. Hasibuan (2016), wages are daily remuneration paid based on an agreement. These definitions converge on the notion that wages are a remuneration for services rendered to the company, based on hours worked and product quantity, determined through an agreement between worker and employer.

Wages are composed of various components: basic wages, fixed allowances, and non-fixed allowances. Basic wages are the primary compensation paid according to the job level or type, while fixed allowances are regular payments related to work given on a regular basis to workers and their families, such as child, health, and housing allowances. Non-fixed allowances are irregular payments related to workers, not paid simultaneously with basic wages. Additionally, facilities, bonuses, holiday allowances, and other profit-sharing mechanisms are provided to improve worker welfare and reward exceptional performance.

Several factors influence wage levels, including private sector salaries, state financial conditions, cost of living, government regulations, national wealth, employee productivity, labor supply, working conditions, working hours, geographical differences, inflation, national income, market prices, and social and ethical values. For instance, wages tend to increase if the private sector raises wage levels, leading to a similar increase for civil servants. State financial stability, cost of living, and government regulations also play crucial roles in determining wage levels. Furthermore, factors like employee productivity, labor supply, and working conditions can significantly influence the wages offered. Higher productivity and challenging working conditions typically command higher wages. Geographical differences and inflation also impact wage levels, with wealthier nations and inflationary conditions necessitating higher wages to maintain purchasing power. National income and market prices further dictate wage adjustments, while social and ethical values ensure that wages contribute to the general welfare and stability of society.

Overall, fair and appropriate wages are essential for achieving high employee job satisfaction, fostering productivity, loyalty, and overall organizational success.

4. Workload

Workload is a crucial factor in employee performance and job satisfaction. It is defined as the amount of work assigned to or expected from a worker in a specific period (Gibson et al., 2017). The workload can significantly influence employees' physical and mental health. Excessive workload often leads to increased stress, reduced job satisfaction, and potential burnout. When employees are overwhelmed with tasks that exceed their capacity or must be completed in an unreasonably short timeframe, it can result in physical and

mental exhaustion, errors in work, and even long-term health issues such as cardiovascular problems (Munandar, 2016). Conversely, an insufficient workload can also negatively impact employees. When there is not enough work to keep employees engaged, it can lead to boredom, decreased motivation, and feelings of underutilization, which can also reduce job satisfaction and performance (Koesomowidjojo, 2017).

Several factors contribute to workload, which can be categorized into internal and external factors. Internal factors include an individual's age, gender, health status, and personal motivation and perception. These factors determine how an individual responds to a given workload. External factors encompass the work environment, physical tasks, and work organization. A conducive work environment, with optimal lighting, temperature, and minimal noise, can enhance employee comfort and productivity. Proper tools and equipment are essential to facilitate task completion. Additionally, a well-organized work schedule that includes adequate breaks and a fair distribution of tasks can help manage workload effectively (Koesomowidjojo, 2017).

Workload indicators, such as working conditions, use of working time, and targets that must be achieved, help in assessing and managing workload. Ensuring that employees are well-versed with their tasks and have the necessary skills can minimize errors and enhance efficiency. Adherence to Standard Operating Procedures (SOPs) can streamline processes and reduce workload-related stress. Efficient use of working time, avoiding both excessive and insufficient workload, is critical for maintaining a balance that fosters job satisfaction and productivity. Setting realistic targets and ensuring they align with the employees' capabilities and the time available can prevent overload and promote a healthy work environment (Koesomowidjojo, 2017).

Thus, managing workload effectively is vital for enhancing employee job satisfaction and overall organizational performance. By understanding and addressing the factors influencing workload, employers can create a work environment that supports employee well-being and productivity.

Hypothesis

A hypothesis is a provisional assertion or educated estimate as to the most likely response; study is still required to confirm it (Umar, 2013). The following is the formulation of the hypothesis in this writing:

1. H1: There is a significant influence of Occupational Safety and Health (OSH) on the job satisfaction of PT employees. Iskandar Indah Printing Textile Surakarta.

2. H2: There is a significant influence of wages on job satisfaction of PT employees. Iskandar Indah Printing Textile Surakarta.

3. H3: There is a significant influence of organizational workload on job satisfaction of PT employees. Iskandar Indah Printing Textile Surakarta.

4. H4: There is a positive and significant interaction simultaneously (together) between Occupational Safety and Health (OSH), Wages, and Workload on employee job satisfaction at PT. Iskandar Indah Printing Textile Surakarta.

Research Framework

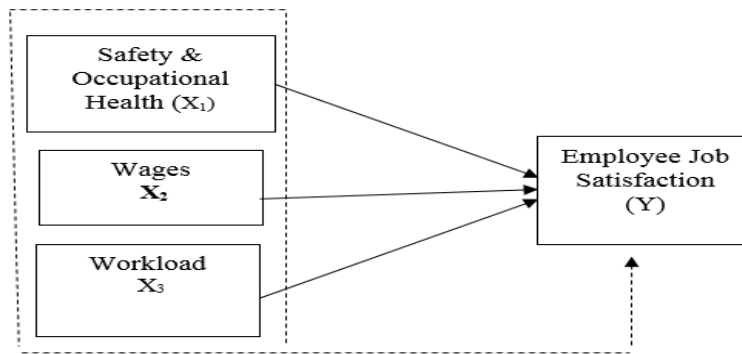
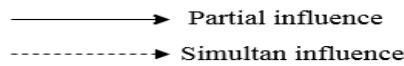


Figure 1. Framework

Information:



Research Method

This study was conducted on employees of PT. Iskandar Indah Printing Textile Surakarta to investigate the relationship between Occupational Safety and Health (OSH), wages, workload, and job satisfaction. The research design includes both dependent and independent variables, where job satisfaction is the dependent variable, and OSH, wages, and workload are the independent variables. Data were collected from both primary sources, such as surveys and interviews with employees, and secondary sources, including company records and relevant literature. The population for this study consists of employees at PT. Iskandar Indah Printing Textile Surakarta, and a representative sample

was selected to ensure the findings are generalizable. The research methodology involved quantitative analysis to examine the data and identify significant correlations between the variables. Through this approach, the study aims to provide actionable insights into how OSH, wages, and workload impact job satisfaction, thereby contributing to the improvement of workplace conditions and overall employee well-being.

Analysis and Results

Based on the data analysis, several tests were conducted to determine the relationship between Occupational Safety and Health (OSH), wages, workload, and job satisfaction among employees at PT. Iskandar Indah Printing Textile Surakarta.

Tabel 1

Regression Analysis Results						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,786	2,052		2,820	,006
	OSH/K3	,213	,045	,401	4,735	,000**
	Wages	,357	,071	,462	5,055	,000**
	Workload	-,108	,045	-,146	-2,429	,018*
R = 0,936						
R Square = 0,876						
Adj. R Square = 0,871						
F Count = 151,245**						
a. Dependent Variable: Job satisfaction						
Source: SPSS processing, 2024.						

Information : * $p < 0,05$ significant on $\alpha < 5\%$
 ** $p < 0,01$ significant on $\alpha < 1\%$

Based on Table 1, the regression equation can be determined as follows:

$$Y = 5,786 + 0,213 X_1 + 0,357 X_2 - 0,108 X_3 + e$$

From the equation above, it can be explained that:

1. The constant value of 5.786 indicates that if the independent variables (occupational safety and health, wages, and workload) are zero, employee satisfaction will be 5.786.

2. The regression coefficient of the occupational safety and health variable (X_1) of 0.213 indicates that if occupational safety and health are improved, employee satisfaction will increase by 0.213.

3. The regression coefficient of the wage variable (X_2) of 0.357 indicates that if wages increase, employee satisfaction will increase by 0.357.

4. The regression coefficient of the workload variable (X_3) is negative at 0.108, indicating that if the workload increases or increases, employee satisfaction will decrease by 0.108.

Tabel 2

F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	408,447	3	136,149	151,245	,000 ^b
	Residual	57,612	64	,900		
	Total	466,059	67			
a. Dependent Variable: Job satisfaction						
b. Predictors: (Constant), Workload, OSH/K3, Wages						

Based on table 2. above obtained the F (F statistic) value of 151,245 with a significance p of 0,000. If seen from the significance value of 0.000 that is less than

0.01 ($\alpha = 1$ percent), then the regression equation is declared significant which means that the three independent variables stimulative influence employee job satisfaction.

Tabel 3

T Test Results

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,786	2,052		2,820	,006**
	OSH/K3	,213	,045	,401	4,735	,000**
	Wages	,357	,071	,462	5,055	,000**
	Workload	-,108	,045	-,146	-2,429	,018*
a. Dependent Variable: Job satisfaction						

Source: SPSS processing, 2024.

Information : * $p < 0,05$ signifikan on $\alpha < 5\%$

** $p < 0,01$ signifikan on $\alpha < 1\%$

1. Testing the relationship between occupational safety and health variables and employee job satisfaction

Occupational safety and health variables have a t-value of 4.735 and a p-value of 0.000. While the critical t-value is $< \alpha 1\%$ with $B = 0.213$. This means rejecting H_0 , occupational safety and health variables individually have a significant effect on employee job satisfaction and have a positive relationship. Based on the occupational safety and health variables, it can be concluded that if occupational safety and health increases by 1 unit, it will increase employee job satisfaction by 0.213. Conversely, if occupational safety and health is reduced by 1 unit, it will decrease employee job satisfaction by 0.213, assuming other factors are constant.

2. Testing the relationship between wage variables and employee job satisfaction

The wage variable has a t-value of 5.055 and a p-value of 0.000. While the critical t value at $\alpha 1\%$ with $B = 0.357$, means rejecting H_0 and the wage variable partially (individually) has a significant effect on employee job satisfaction and has a positive relationship. Based on the wage variable, it can be concluded that if wages are increased by 1 unit, it will increase employee job satisfaction by 0.357. Conversely, if wages are reduced by 1 unit, it will decrease job satisfaction by 0.357, assuming other factors are constant.

3. Testing the relationship between workload variables and employee job satisfaction

The workload variable has a negative t-value of 2.429 and a p-value of 0.018. While the critical t-value at $\alpha 5\%$ with $B = -0.108$. This means rejecting H_0 , the workload variable individually has a significant effect on employee job satisfaction and has a negative relationship. Based on the workload variable, it can be concluded that if the workload increases by 1 unit, it will decrease employee job satisfaction by 0.108. Conversely, if the workload is reduced by 1 unit, it will increase employee job satisfaction by 0.108, assuming other factors are constant. When viewed from the magnitude of the Standardized Coefficients Beta (SCB) in Table 3, wages have the largest SCB value, namely 0.462. This means that wages have the most dominant influence on employee job satisfaction.

Discussion

The first hypothesis posits that Occupational Safety and Health (OSH) has a positive and significant effect on the job satisfaction of employees at PT Iskandar Indah Printing Textile Surakarta. The T-test results support this, showing that the OSH variable significantly impacts job satisfaction in a positive manner. This indicates that an improvement in OSH by 1 unit can increase employee job satisfaction by 0.213 units. Conversely, a decrease in OSH by 1 unit can reduce job

satisfaction by 0.294 units, assuming other factors remain constant. Therefore, enhancing the company's OSH program directly correlates with higher employee job satisfaction.

The second hypothesis suggests that wages have a positive and significant influence on employee job satisfaction. This hypothesis is confirmed through the T-test, where the wage variable demonstrates a significant positive effect on job satisfaction. An increase in wages by 1 unit can boost job satisfaction by 0.357 units, while a reduction in wages by the same amount can decrease job satisfaction by 0.357 units, holding other factors constant. This direct relationship implies that better wages lead to higher job satisfaction, increased productivity, and greater employee loyalty, which positively influences the company's stability and growth.

The third hypothesis asserts that workload negatively and significantly affects employee job satisfaction. The T-test results validate this hypothesis, showing that the workload variable significantly impacts job satisfaction negatively. An increase in workload by 1 unit can reduce job satisfaction by 0.108 units, whereas a decrease in workload by the same amount can increase job satisfaction by 0.108 units, provided other factors remain unchanged. This inverse relationship suggests that excessive workload leads to physical and mental fatigue, thereby lowering job satisfaction.

The fourth hypothesis states that wages have the most dominant influence on employee job satisfaction among the variables studied. This is supported by the Standardized Coefficients Beta (SCB) values, where wages have the highest SCB value of 0.462. This implies that increasing wages, improving OSH, and reducing workload will most significantly enhance employee job satisfaction, with wages being the most influential factor.

The fifth hypothesis proposes that there is a positive and significant interaction between OSH, wages, and workload on employee job satisfaction when considered simultaneously. The F-test results confirm this hypothesis, indicating that these three independent variables collectively have a significant stimulatory effect on job satisfaction. This suggests that comprehensive improvements across OSH, wages, and workload are essential for maximizing employee job satisfaction at PT Iskandar Indah Printing Textile Surakarta.

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