

ANALYSIS OF COMPENSATION AND WORKLOAD FOR EMPLOYEE JOB SATISFACTION AT PT AKL

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Abstract

This study aims to determine and analyze the effect of compensation and workload on employee job satisfaction at PT Aneka Kimia Lestari. The study uses a quantitative approach with a survey method. The population in this study were all 85 employees of PT Aneka Kimia Lestari, with a sampling technique using saturated sampling so that the entire population was used as a research sample. Data were obtained through distributing questionnaires using Google Form with a four-point Likert scale. Data analysis techniques used include validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and coefficients of determination using the IBM SPSS Statistics application. The results showed that compensation had a positive and significant effect on employee job satisfaction with a significance value of $0.000 < 0.05$ and a t-value of 11.426. Meanwhile, workload had a negative but insignificant effect on job satisfaction with a significance value of $0.544 > 0.05$ and a t-value of -0.612. Simultaneously, compensation and workload have a significant effect on employee job satisfaction with a calculated F value of 134.893 and a significance of $0.000 < 0.05$. The Adjusted R Square value of 0.867 indicates that compensation and workload are able to explain employee job satisfaction by 86.7%, while the rest is influenced by other variables outside the study. The implications of this study indicate that companies need to maintain a fair compensation system that is in accordance with employee contributions and pay attention to the distribution of workloads so that it remains proportional in order to increase employee job satisfaction and support the achievement of company goals.

Keywords: Compensation; Workload; Job Satisfaction; Human Resources

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Introduction

Human resources are one of the most strategic assets in an organization because they play a central role in determining whether a company is able to achieve its objectives effectively and sustainably. In the context of business organizations, human resources are not merely operational support elements but also key drivers of productivity, innovation, service quality, and organizational competitiveness. The quality of human resources directly influences the quantity and quality of organizational output. Therefore, employees must be managed properly through effective human resource management practices. Huzain (2021) explains that human resources represent the strength, capacity, and potential possessed by individuals to contribute to the achievement of organizational goals. This indicates that organizations need to pay serious attention to factors that may influence employee attitudes and performance, particularly compensation, workload, motivation, work environment, and job satisfaction. Afandi (2021) further states that effective human resource management, especially through appropriate compensation systems and a supportive work environment, can improve employee job satisfaction within an organization.

One important indicator of successful human resource management is the level of employee job satisfaction. Job satisfaction reflects the extent to which employees feel positive, comfortable, and fulfilled in relation to their work. Assyofa (2023) defines job satisfaction as an individual characteristic that describes a person's emotional response toward work based on personal values, needs, expectations, and desires. Similarly, Robbins

and Judge, as cited in Mustikaningsih and Irbayuni (2022), define job satisfaction as a positive feeling toward one's job resulting from the evaluation of job characteristics. Employees who experience high job satisfaction tend to demonstrate stronger loyalty, higher productivity, better work morale, and greater commitment to organizational objectives. In contrast, employees with low job satisfaction are more likely to show reduced motivation, increased absenteeism, lower work discipline, and higher turnover intention. Dewi and Suwandana (2021) also emphasize that job satisfaction contributes to employee loyalty and organizational commitment, making it an essential factor for maintaining workforce stability.

One of the main factors that can influence employee job satisfaction is compensation. Compensation refers to the rewards received by employees in exchange for the work, time, energy, skills, and contributions they provide to the organization. Compensation may take financial and non-financial forms. Direct financial compensation includes salaries, wages, bonuses, incentives, and commissions received by employees as a form of appreciation for their contribution to the company (Khairunnisa Rahmah et al., 2024). Meanwhile, non-financial compensation may include recognition, career development opportunities, flexible work arrangements, job security, and a supportive organizational climate. Employees are more likely to feel satisfied when the compensation they receive is perceived as fair, proportional, and consistent with their workload, responsibilities, and performance. Lamingrum, as cited in Khairunnisa Rahmah et al. (2024), defines compensation as all forms of rewards received by employees as a return for the work performed. This definition highlights the importance of fairness and reciprocity in employment relationships.

A fair and adequate compensation system can strengthen employees' perception that the company values their contribution. Gunawan and Lestari (2022) found that appropriate financial compensation can increase employee job satisfaction, particularly in industrial companies where work demands tend to be physically and mentally demanding. Nugroho and Wijaya (2021) also explain that a fair and suitable compensation system has a significant impact on employee job satisfaction because it reduces perceptions of inequity in the workplace. Furthermore, Lestari and Putra (2023) argue that adequate compensation can improve work motivation because employees feel appreciated and recognized by the company. Therefore, compensation does not only function as an economic reward but also as a psychological signal that reflects organizational appreciation. When employees perceive that their compensation is unfair or insufficient, dissatisfaction may arise, which can eventually affect their performance, commitment, and intention to remain in the organization.

In addition to compensation, workload is another crucial factor that may affect employee job satisfaction. Workload refers to the amount, intensity, complexity, and time pressure associated with tasks that employees must complete within a certain period. Budiasa and Komang (2021) define workload as employees' perception of the tasks that must be completed within a specific timeframe and their ability to cope with job demands. Johari, as cited in Budiasa and Komang (2021), explains that workload includes all work activities performed by employees, both directly and indirectly. Workload becomes problematic when the demands placed on employees exceed their physical, mental, or emotional capacity. Excessive workload may lead to fatigue, stress, burnout, reduced concentration, and declining job satisfaction. In contrast, a balanced workload can encourage productivity and create a sense of achievement among employees.

Several previous studies have shown that workload can significantly influence job satisfaction. Anwar and Suryani (2022) state that excessive workload can reduce employee job satisfaction because it creates excessive work pressure. Hidayat and Ramadhan (2021) explain that high workload can affect employees' physical and psychological condition, thereby reducing their comfort and satisfaction at work. Similarly, Maulana and Sari (2022)

found that high workload may increase job stress, which subsequently decreases employee job satisfaction. Fadillah and Pratama (2023) further argue that an unequal or unbalanced distribution of workload can create discomfort, dissatisfaction, and lower employee morale. These findings suggest that companies must manage workload carefully by considering employees' capacity, job descriptions, work schedules, and production targets. Poor workload management may damage employee well-being and weaken organizational effectiveness in the long term.

This study was conducted at PT Aneka Kimia Lestari, a specialty chemical company located in Central Cikarang. The company has been operating since 2011 and focuses on producing chemical materials used as raw materials in the paper industry. Its products are marketed not only across Indonesia but also exported to several countries, including China, Thailand, Malaysia, and Singapore. As a company operating in the chemical manufacturing sector, PT Aneka Kimia Lestari requires employees who are disciplined, skilled, and able to work under production standards, quality control procedures, and occupational safety requirements. Based on internal company data, PT Aneka Kimia Lestari has approximately 85 employees distributed across several departments, including production, administration, warehouse, and distribution. Each department has different job demands and workload characteristics, making human resource management an important concern for the company.

Preliminary observations indicate that employee job satisfaction at PT Aneka Kimia Lestari still requires serious attention. A pre-survey involving 30 employees revealed that 63% of respondents stated that the compensation they received did not fully reflect their workload and responsibilities. In addition, 57% of employees stated that their workload was relatively high, particularly during periods of increased production demand. This situation is also reflected in several organizational symptoms, such as the increasing rate of employee tardiness in recent months and the resignation of several employees during 2025. These conditions indicate that compensation and workload are not merely administrative issues but strategic factors that may affect employee satisfaction, discipline, and retention. If these problems are not addressed properly, the company may face greater risks, such as declining productivity, increased turnover, reduced work morale, and disruptions in operational continuity.

Previous studies on the influence of compensation and workload on job satisfaction have produced mixed findings. Studies conducted by Khairunnisa Rahmah et al. (2024), Gunawan and Lestari (2022), and Prasetyo and Handayani (2024) found that compensation has a positive and significant effect on employee job satisfaction. These studies suggest that employees who receive fair and adequate compensation tend to feel more satisfied with their jobs. However, other studies have shown that compensation does not always have a significant effect on job satisfaction because other factors, such as leadership, organizational culture, work environment, interpersonal relationships, and career development opportunities, may play a more dominant role. This inconsistency indicates that the effect of compensation on job satisfaction may vary depending on organizational context, employee characteristics, and industry conditions.

Similarly, studies on workload have also shown varied results. Research conducted by Budiasa and Komang (2021), Anwar and Suryani (2022), and Maulana and Sari (2022) found that workload has a negative influence on job satisfaction, meaning that higher workload tends to reduce employee satisfaction. However, some studies indicate that workload does not necessarily reduce job satisfaction when employees possess strong adaptability, adequate competence, sufficient support, and clear work procedures. In certain cases, employees may perceive workload as a challenge rather than a burden, especially when it is accompanied by proper compensation, recognition, and career opportunities. These

inconsistent findings reveal a research gap that needs to be examined further, particularly in the context of chemical industry companies such as PT Aneka Kimia Lestari.

Based on the above explanation, this study aims to examine and analyze the influence of compensation and workload on employee job satisfaction at PT Aneka Kimia Lestari. This research is expected to provide empirical evidence regarding how compensation and workload affect job satisfaction in a manufacturing-based chemical company. The findings are also expected to provide practical recommendations for company management in designing fair compensation policies, balancing workload distribution, improving employee satisfaction, and maintaining organizational performance. More importantly, this study emphasizes that employee satisfaction should not be treated as a secondary issue. It is a strategic managerial concern because dissatisfied employees can gradually weaken productivity, discipline, and organizational commitment. Therefore, companies must manage compensation and workload more seriously if they want to maintain a stable, motivated, and productive workforce.

Methods

This study employed a quantitative research approach using a survey method to examine the effect of compensation and workload on employee job satisfaction at PT Aneka Kimia Lestari. A quantitative approach was considered appropriate because the study aimed to test the relationships among variables objectively through numerical measurement and statistical analysis. Quantitative research allows researchers to measure social phenomena systematically, test hypotheses, and analyze the strength and direction of relationships among variables using statistical procedures (Creswell & Creswell, 2018; Sekaran & Bougie, 2016). The survey method was used because it enables researchers to collect standardized data from respondents regarding their perceptions, attitudes, and experiences related to the research variables (Sugiyono, 2019).

The data used in this study were primary data collected directly from respondents through a structured questionnaire distributed using Google Forms. The use of questionnaires is appropriate in quantitative studies because it allows data to be collected efficiently from a defined population using the same set of questions for all respondents (Sekaran & Bougie, 2016). The population of this study consisted of all employees of PT Aneka Kimia Lestari, totaling 85 employees. The sampling technique used was saturated sampling, in which all members of the population are included as research respondents. Saturated sampling is generally applied when the population size is relatively small and all population members can be reached by the researcher (Sugiyono, 2019). Therefore, the total sample in this study consisted of 85 respondents.

The characteristics of the respondents included gender, age, educational background, length of service, and work division. These characteristics were used to provide a general description of the human resource profile at PT Aneka Kimia Lestari. Based on the data collected, the majority of respondents were employees from the production division, with most respondents aged between 21 and 35 years and having a length of service between one and five years. This respondent profile is relevant because employee perceptions of compensation, workload, and job satisfaction may vary depending on demographic and occupational characteristics.

This study consisted of three main variables: compensation as the first independent variable (X1), workload as the second independent variable (X2), and employee job satisfaction as the dependent variable (Y). The compensation variable was measured using indicators of salary, bonuses, allowances, and compensation fairness, adapted from Hasibuan's concept of compensation management. Compensation refers to all forms of rewards received by employees as a return for their contribution to the organization, including both direct and indirect financial rewards (Hasibuan, 2019). The workload variable

was measured using indicators of work targets, working conditions, use of working time, and work standards, referring to Tarwaka's workload concept. Workload reflects the extent to which employees are required to complete tasks within a certain period under specific job demands and working conditions (Tarwaka, 2015). Meanwhile, the job satisfaction variable was measured using indicators of satisfaction with the job itself, promotion opportunities, coworkers, supervisors, and compensation, based on the theory of Robbins and Judge. Job satisfaction is commonly understood as a positive emotional state resulting from an employee's evaluation of job characteristics and work experiences (Robbins & Judge, 2017).

The research instrument was a structured questionnaire measured using a four-point Likert scale. The response options consisted of a score of 4 for "strongly agree," 3 for "agree," 2 for "disagree," and 1 for "strongly disagree." The Likert scale was used because it is suitable for measuring respondents' attitudes, perceptions, and opinions toward specific constructs in social and organizational research (Sugiyono, 2019). The use of a four-point scale was intended to avoid neutral responses and encourage respondents to express a clearer tendency toward agreement or disagreement.

Data analysis was conducted using IBM SPSS Statistics through several stages. The first stage involved testing the quality of the research instrument through validity and reliability tests. The validity test was conducted using the corrected item-total correlation method. An item was considered valid when the calculated correlation value was greater than the r-table value. In this study, the r-table value was 0.213. The results showed that all statement items for the compensation, workload, and job satisfaction variables had calculated correlation values greater than the r-table value; therefore, all items were declared valid. Instrument validity is important because it indicates whether the questionnaire items are able to measure the constructs they are intended to measure (Ghozali, 2018).

The reliability test was conducted using Cronbach's Alpha. A research instrument is considered reliable when the Cronbach's Alpha value exceeds 0.70, indicating internal consistency among the items within each variable (Ghozali, 2018). The results showed that the compensation variable obtained a Cronbach's Alpha value of 0.882, the workload variable obtained a value of 0.846, and the job satisfaction variable obtained a value of 0.891. These values indicate that all variables were reliable because their Cronbach's Alpha values were above the recommended threshold of 0.70.

After the validity and reliability tests, the data were examined using classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. The normality test was conducted using the Kolmogorov-Smirnov test. The result showed a significance value of 0.200, which was greater than 0.05. This indicates that the data were normally distributed. The multicollinearity test was conducted by examining the tolerance and Variance Inflation Factor (VIF) values. The results showed that the compensation and workload variables had a tolerance value of 0.721, which was greater than 0.10, and a VIF value of 1.387, which was lower than 10. These results indicate that there was no multicollinearity between the independent variables. The heteroscedasticity test was conducted using the Glejser test. The results showed that the compensation variable had a significance value of 0.312, while the workload variable had a significance value of 0.428. Since both values were greater than 0.05, the regression model was free from heteroscedasticity symptoms. The fulfillment of classical assumptions is necessary to ensure that the regression model produces unbiased and reliable estimates (Ghozali, 2018).

After all classical assumption requirements were met, the analysis proceeded with multiple linear regression. Multiple linear regression was used to determine the effect of compensation and workload on employee job satisfaction. This method is appropriate when a study examines the influence of two or more independent variables on one dependent variable (Hair et al., 2019). In addition, a t-test was used to examine the partial

effect of each independent variable on employee job satisfaction, while an F-test was used to determine the simultaneous effect of compensation and workload on employee job satisfaction. The coefficient of determination, or R-squared (R^2), was also used to measure the extent to which compensation and workload explain variations in employee job satisfaction. Through this analytical procedure, the study aimed to provide empirical evidence regarding whether compensation and workload significantly influence employee job satisfaction at PT Aneka Kimia Lestari.

Result and Discussion

Result

This study examined the influence of compensation (X1) and workload (X2) on employee job satisfaction (Y) at PT Aneka Kimia Lestari, both partially and simultaneously. Prior to hypothesis testing, the research instruments and regression model were examined through validity, reliability, normality, multicollinearity, and heteroscedasticity tests. The results indicated that all data met the required statistical assumptions, allowing the analysis to proceed using multiple linear regression.

Multiple Linear Regression Analysis

The multiple linear regression analysis was conducted to determine the direction and magnitude of the influence of compensation and workload on employee job satisfaction. The results of the regression analysis are presented in Table 1.

Table 1 Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficient B	Std. Error	Standardized Coefficient Beta	t	Sig.	Tolerance	VIF
Constant	5.931	2.348	-	2.526	0.016	-	-
Compensation	1.656	0.145	0.973	11.426	0.000	0.447	2.239
Workload	-0.071	0.117	-0.052	-0.612	0.544	0.447	2.239

Dependent variable: Job Satisfaction

Source: SPSS 26 output, processed by the researchers (2024)

Based on Table 1, the multiple linear regression equation can be formulated as follows:

$$Y = 5.931 + 1.656X_1 - 0.071X_2 + e$$

The constant value of 5.931 indicates that when compensation and workload are assumed to remain constant, employee job satisfaction has a value of 5.931. The regression coefficient of compensation is 1.656, indicating a positive relationship between compensation and employee job satisfaction. This means that an increase in compensation is associated with an increase in employee job satisfaction, assuming that other variables remain constant. In other words, better compensation tends to improve employees' satisfaction with their work.

Meanwhile, the regression coefficient of workload is -0.071, indicating a negative relationship between workload and employee job satisfaction. This suggests that an increase in workload tends to reduce employee job satisfaction. However, the significance value of the workload variable must be considered to determine whether this negative effect is statistically meaningful.

Partial Test Results

The partial test was conducted using the t-test to determine the individual effect of each independent variable on employee job satisfaction. The results show that the compensation variable has a significance value of 0.000, which is lower than 0.05. In addition, the calculated t-value for compensation is 11.426, which is greater than the t-table value of 2.022. Therefore, H_0 is rejected and H_1 is accepted. This means that compensation has a positive and significant effect on employee job satisfaction at PT Aneka Kimia Lestari.

This finding indicates that compensation is an important factor in shaping employee job satisfaction. Employees who perceive that their salary, incentives, allowances, and

compensation fairness are appropriate tend to show higher levels of job satisfaction. In the context of PT Aneka Kimia Lestari, this result suggests that compensation is not merely a financial reward but also a form of organizational appreciation for employees' contributions, responsibilities, and workload.

In contrast, the workload variable has a significance value of 0.544, which is greater than 0.05. The calculated t-value for workload is -0.612, which is lower than the t-table value of 2.022. Therefore, H0 is accepted and H2 is rejected. This means that workload has a negative but insignificant effect on employee job satisfaction.

Although the direction of the coefficient is negative, the effect is not statistically significant. This result suggests that workload does not have a strong direct influence on employee job satisfaction in this study. One possible explanation is that employees may have adapted to the workload demands in the company. Another possible explanation is that the effect of workload on job satisfaction may depend on other factors, such as compensation, work environment, leadership support, work discipline, or organizational culture. Therefore, although workload tends to reduce satisfaction, its influence is not strong enough to be considered statistically significant in this research model.

Simultaneous Test Results

The simultaneous test was conducted using the F-test to examine whether compensation and workload jointly influence employee job satisfaction. The results of the F-test are presented in Table 2.

Table 2 Results of the Simultaneous Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2392.105	2	1196.053	134.893	0.000
Residual	345.800	39	8.867	-	-
Total	2737.905	41	-	-	-

Dependent variable: Job Satisfaction

Predictors: Constant, Workload, Compensation

Source: SPSS 26 output, processed by the researchers (2024)

Based on Table 2, the calculated F-value is 134.893, which is greater than the F-table value of 3.23. In addition, the significance value is 0.000, which is lower than 0.05. Therefore, it can be concluded that compensation and workload simultaneously have a significant effect on employee job satisfaction.

This result indicates that when compensation and workload are analyzed together, both variables contribute significantly to explaining variations in employee job satisfaction. Although workload does not have a significant partial effect, its presence in the model still contributes to the overall explanatory power of the regression model when combined with compensation. This implies that employee job satisfaction is shaped by a combination of organizational reward systems and work-related demands.

Coefficient of Determination

The coefficient of determination was used to determine the extent to which compensation and workload explain employee job satisfaction. The results are presented in Table 3.

Table 3 Results of the Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.935	0.874	0.867	2.97769

Predictors: Constant, Workload, Compensation

Dependent variable: Job Satisfaction

Source: SPSS 26 output, processed by the researchers (2024)

Based on Table 3, the Adjusted R Square value is 0.867. This means that compensation and workload are able to explain 86.7% of the variation in employee job satisfaction. Meanwhile, the remaining 13.3% is explained by other variables outside the scope of this study, such as leadership style, work environment, organizational culture, motivation, career development, work discipline, and employee engagement.

The high Adjusted R Square value indicates that the regression model has strong explanatory power. However, this result should still be interpreted carefully. Since compensation has a very dominant standardized beta coefficient compared to workload, the model's explanatory strength appears to be largely driven by the compensation variable. Therefore, compensation can be considered the more decisive predictor of employee job satisfaction in this study.

Discussion

The Effect of Compensation on Employee Job Satisfaction

The findings of this study indicate that compensation plays an important role in shaping employee job satisfaction at PT Aneka Kimia Lestari. Employees tend to feel more satisfied with their jobs when they perceive that the compensation provided by the company is fair and commensurate with their responsibilities, workload, and contributions. Compensation is not only viewed as a financial reward but also as a form of recognition and appreciation from the organization for employees' efforts and performance.

In the context of PT Aneka Kimia Lestari, compensation appears to be a crucial factor because it is closely related to employees' economic needs and overall well-being. Employees who receive appropriate salaries, incentives, allowances, and other benefits are more likely to develop positive perceptions of the company. This positive perception contributes to a greater sense of comfort, security, and satisfaction in the workplace.

Furthermore, adequate compensation can strengthen employee motivation, commitment, and loyalty toward the organization. When employees feel valued through a fair compensation system, they are more likely to demonstrate enthusiasm in carrying out their duties and maintaining productive work behavior. As a result, compensation not only enhances job satisfaction but also supports the achievement of organizational goals through improved employee performance.

These findings are consistent with the study conducted by Khairunnisa Rahmah et al. (2024), which reported that compensation positively influences employee job satisfaction. Similar findings from previous studies also emphasize that compensation is one of the most important determinants of job satisfaction because it reflects the organization's appreciation of employee contributions. Therefore, maintaining a fair and competitive compensation system is essential for organizations seeking to improve employee satisfaction and retain a productive workforce.

The Effect of Workload on Employee Job Satisfaction

The findings of this study suggest that workload tends to have a negative relationship with employee job satisfaction; however, its influence is not substantial enough to become a primary factor affecting satisfaction among employees at PT Aneka Kimia Lestari. This indicates that employees generally perceive their workload as manageable and within acceptable limits.

One possible explanation is that employees have adapted to the demands and routines of their work. As a manufacturing company, PT Aneka Kimia Lestari operates with specific production targets and structured work procedures. Employees who have accumulated sufficient experience may have developed the skills and coping mechanisms necessary to handle work demands effectively. Consequently, workload is not perceived as a major source of dissatisfaction.

Another factor that may explain this finding is the presence of adequate compensation and organizational support. Employees may be more willing to accept demanding work conditions when they believe that the rewards they receive are appropriate and fair. In such circumstances, compensation can help offset the potential negative effects of workload on employee attitudes and perceptions toward their jobs.

In addition, the clear division of tasks and responsibilities within the organization may contribute to employees' ability to manage their workload effectively. When work assignments are distributed fairly and employees understand their roles, work pressure is less likely to create dissatisfaction. This suggests that workload alone may not determine employee satisfaction; rather, its impact depends on how work is organized and supported within the organization.

These findings support previous studies suggesting that workload does not necessarily reduce job satisfaction when employees are able to adapt to job demands and receive adequate organizational support. However, the results differ from those reported by Budiasa and Komang (2021), who found that workload significantly reduced employee job satisfaction. Such differences may be attributed to variations in organizational characteristics, work environments, job complexity, and employees' capacity to cope with work-related pressures.

The Effect of Compensation and Workload on Employee Job Satisfaction

The findings of this study demonstrate that employee job satisfaction is influenced by the combined role of compensation and workload. Although compensation emerged as the more dominant factor, both variables collectively contribute to shaping employees' perceptions and experiences in the workplace.

Job satisfaction is a multidimensional concept that cannot be explained by a single organizational factor. Employees evaluate their work experiences based on both the rewards they receive and the demands they face. Appropriate compensation can create feelings of appreciation and fairness, while a manageable workload can help employees maintain comfort and balance in carrying out their responsibilities. When these two aspects are managed effectively, employees are more likely to experience positive attitudes toward their jobs.

The results also indicate that compensation and workload together explain a substantial proportion of employee job satisfaction. Nevertheless, job satisfaction is also influenced by other organizational and individual factors that were not examined in this study, such as leadership style, work environment, organizational culture, communication, career development opportunities, and employee motivation. Therefore, organizations should adopt a comprehensive approach when seeking to improve employee satisfaction.

From a managerial perspective, the findings highlight the importance of maintaining a compensation system that is perceived as fair and aligned with employee contributions while ensuring that workloads remain reasonable and proportional. Organizations that successfully balance employee rewards with work demands are more likely to foster a positive work environment, enhance employee satisfaction, and ultimately improve organizational performance.

Conclusion

Based on research results, compensation is the most important factor in increasing employee job satisfaction at PT Aneka Kimia Lestari. Employees tend to feel more satisfied when the company provides rewards commensurate with their contributions, responsibilities, and work performed. Meanwhile, workload is not yet a major factor influencing job satisfaction because most employees are still able to adapt to the demands

of their jobs. However, excessive workloads can still potentially lead to fatigue and decreased job satisfaction if not managed properly.

This research shows that employee job satisfaction is influenced by how a company manages the balance between rewards given to employees and job demands. Therefore, companies need to maintain a fair, transparent, and appropriate compensation system for employee workload to maintain motivation and loyalty.

Practically, PT Aneka Kimia Lestari needs to evaluate its compensation structure, such as salary adjustments, incentives, bonuses, and allowances based on performance and job responsibilities. Furthermore, the company needs to manage its workload more proportionally through a clear division of tasks, setting realistic work targets, and monitoring employee working hours to avoid excessive work pressure. These steps are expected to increase job satisfaction, reduce the potential for lateness and employee turnover, and support overall company performance improvement.

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