IMPACT OF WORK OVERLOAD, WORK STRESS, AND WORK DISCIPLINE ON EMPLOYEE JOB SATISFACTION

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Abstract

This research aims to determine the relationship between work overload, work stress, and work discipline in influencing job satisfaction. The study employs a quantitative approach as the research method. The population for this research includes all employees in the Sidoarjo region, totaling 210 employees. A sample of 137 active employees is taken using the simple random sampling technique. The data used in this research consist of primary data obtained through the distribution of questionnaires to respondents. Data analysis is conducted using Partial Least Square (PLS) with the assistance of the SmartPLS program. The results of the research, based on the inner model test calculations, indicate that the variables of work overload, work stress, and work discipline significantly influence job satisfaction.

Keywords: work overload, work stress, work discipline, job satisfaction

INTRODUCTION

In the current era of globalization, many companies are required to maximize the performance of their employees. This indicates that companies must be able to analyze factors that can influence employee satisfaction. Companies also need to understand the importance of employee performance in supporting the development and progress of the organization. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Companies tend to push employees to deliver their best performance to achieve set target

This often leads managers in a company to assign excessive tasks (work overload) to their employees and the work environment[1]. Human resources are the most important asset that an organization must possess and pay attention to in management, as employees are the ones who work and innovate to achieve organizational goals. Employees will feel comfortable and satisfied with their work when the company empowers them effectively [2].

The level and type of job also influence employee job satisfaction. Excessive job demands lead to a decrease in job satisfaction, resulting in a decline in employee performance. If an employee's abilities exceed the workload, feelings of boredom may arise, but conversely, if the employee's abilities are lower and the workload is too high, fatigue may set in. The quantity and complexity of tasks assigned to employees should align with their capacities. Companies need to be careful to ensure that the workload is consistent with the human resources' capabilities. This can be achieved by assigning tasks in line with the employees' capacity to perform the job within the specified time frame[3].

Job satisfaction is a feeling that arises from within an individual, where they positively evaluate the characteristics of their job. Essentially, job satisfaction is something individualistic. Every employee will have varying levels of satisfaction based on the systems and values applicable to each individual. Employees feel satisfied when they can perform their job well without burdens, without pressure or stress, and so on. Employee job satisfaction is a crucial aspect that needs attention in efforts to enhance human resource capabilities within an organization, as with perceived job satisfaction, an employee can work optimally[4].

Every job can impose different workloads, which are related to differences in understanding, appreciation, experience, and individual capabilities regarding their work. Excessive workload, or work overload, occurs when the demands placed on an individual exceed their capabilities. Therefore, workload refers to the number of activities or tasks that need to be completed by an employee within a specific timeframe. In companies, employees are consistently asked to take on workloads with unattainable deadlines. In fact, the condition of having too much work and insufficient time to complete it is one of the most common demands in the work environment for employees[5].

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Workplace stress is a common issue within companies. Job stress tends to reduce the performance of employees. It is a condition of tension experienced by an individual, leading to emotional reactions, thought patterns, and the overall well-being of that person. Lack of social support, an uncomfortable work environment, authoritarian leadership styles, disharmonious work groups, and excessive workloads (Work Overload) are contributing factors to work-related stress[6].

In addition to the level of employee stress, another factor that companies should pay attention to is improving discipline. Discipline is a key aspect of optimizing performance to achieve the company's goals. Good work discipline is evident in the high level of awareness among employees in complying with all rules and regulations, as well as the sense of responsibility for their respective tasks. Work discipline significantly influences positive performance among employees. Good work discipline reflects the magnitude of an individual's responsibility toward the tasks assigned to them[7].

Work overload is an inherent obligation or responsibility that individuals carry out in their jobs. This burden varies from one individual to another, depending on the type of work and the positions held by each person[8]. This theory is supported by previous research titled "The Influence of Compensation and Workload on Job Satisfaction with Work Motivation as a Moderating Variable" [9], which found that work overload has a positive and significant impact on job satisfaction. However, another study titled "The Influence of Workload and Compensation on Job Satisfaction of Employees at PT. Yaskawa Electric Indonesia" found that work overload does not have a positive and significant impact on job satisfaction [10].

Work stress is the physiological and psychological feedback of employees to the demands or requests of the organization. Job stress involves factors that can exert pressure on productivity and the work environment, and it can disrupt individuals [11]. This theory is supported by previous research titled "The Influence of Job Stress on Employee Job

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[11] Rusmalia Dewi Yuli Asih Gusti, Hardani Widhiastuti, *STRES KERJA* (Semarang: Semarang University Press, 2020).

Satisfaction at the Directorate of the State Ministry"[12], which found that job stress has a positive and significant impact on job satisfaction. However, in a study titled "The Influence of Job Stress on Employee Job Satisfaction with Social Support as a Moderating Variable"[13], it was found that work stress has a negative and statistically insignificant impact on job satisfaction.

Work discipline is an attitude that shows an individual's conscious and willing adherence to all rules of the company and societal norms. It also means that employees are willing to do things like arriving and leaving work at designated times and performing their tasks well and earnestly [14]. This theory is supported by previous research titled "The Influence of Work Discipline and Compensation on Employee Job Satisfaction" [15], which found that work discipline has a positive and significant impact on job satisfaction. In contrast, a study conducted by [16] showed that work discipline has a negative and statistically insignificant impact on job satisfaction.

Thus, from the results of previous research related to employee job satisfaction, the researcher identified a gap or research space using an evidence gap. The evidence gap represents a disparity in research evidence [17]. Previous researchers found points of inconsistency between the phenomenon and the field evidence regarding the impact of work overload, work stress, and work discipline on employee job satisfaction. Moreover, previous studies had limited sample sizes, with some researchers restricting their sampling to workplaces with a limited number of employees.

Compared to previous research on work overload, job stress, and work discipline, detailed explanations are still lacking. Researchers discuss the definitions of work overload, job stress, and work discipline. Strategies to reduce the consequences of workload include companies needing to reassess the targets of each employee to achieve a more balanced workload. Another strategy is for companies to reconsider the rules regarding employee compensation. Employees feel satisfied with their work when they receive the expected salary. To reduce job stress, companies need to reconsider how they

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calculate employee workloads and examine the workload of employees who are working with a significantly high workload. The aim of this research is to understand the impact of work overload, job stress, and work discipline on employee job satisfaction.

RESEARCH METHODS

This research adopts a quantitative - associative research design, where quantitative research is a systematic scientific study where the data obtained is in numerical form, examining social phenomena, and the relationships between them. Associative research aims to determine the relationship between two or more variables [18]. The data sources for this research include both primary and secondary data[19]. Primary data sources in this study involve employees who serve as respondents, while secondary data include information obtained by the researcher from websites, books, and journal articles.

This research was conducted in one of the companies located in Sidoarjo. The population refers to the generalized area consisting of objects with specific qualities and characteristics determined by the researcher for study and subsequent conclusion drawing. The population in this study comprises all employees, totaling 210 individuals.

A sample is a portion of the characteristics possessed by that population. This research employs the Simple Random Sampling technique, meaning the selection of sample members from the population is done randomly without considering the existing strata within the population. To determine the sample, the Slovin formula is used, which is employed in determining the sample size with a 95% confidence level, implying a 5% error tolerance, resulting in a sample size of 137 employees. Therefore, it can be concluded that the sample in this study consists of 137 selected employees representing the total population.

The method of information collection in this research involves distributing questionnaires, and the responses obtained from the respondents will be measured using the Likert scale, which is utilized to gauge an individual's or a group's behavior, comments, and opinions regarding social phenomena[20]. The data analysis technique employed in this study is Partial Least Square (PLS) analysis with the assistance of the SmartPLS program to explain the existence of relationships between latent variables (predictions)[21]. PLS can also be used to confirm theories[22]. Moreover, SmartPLS is utilized to determine the presence of relationships between latent variables. Confirmatory

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analysis of reflective indicator factor construction, considering the validity of each indicator, is conducted to test the reliability of the construct. Evaluating the Measurement Model (Outer model) involves validating the indicators. The validity criteria for the indicators are measured by convergent validity, including Loading Factor, Average Variance Extracted (AVE), and discriminant validity. Construct reliability is measured using Composite Reliability and Cronbach's Alpha.

RESULT AND DISCUSSION

In this study, the author sampled employees from a company located in Sidoarjo. The following is an overview of the characteristics of the respondents, totaling 138 samples, presented in the form of respondent identity tabulation. Respondents are research subjects or individuals requested to provide answers regarding perceptions and facts related to a specific topic[23]. The presentation of data on respondent identities aims to provide an overview of the respondents' personal information.

Table 1. Respondent Gender

Gender	Percentage
Male	112%
Female	25%

Source: Author's data analysis, 2023

Percentage Characteristics of respondents based on gender Based on the above figure, it can be seen that for the male gender, there is a higher number compared to the female gender, with 25% or 25 respondents for women compared to 112% or 112 respondents for men. This condition indicates that employees in the Sidoarjo Company are dominated by males.

Table 2. Respondent Age Percentage

Age	Percentage
17-20 Years	12%
20-30 Years	109%
Over 30 Years	16%

Source: Author's data analysis, 2023

Based on the above figure, it can be observed that the age group with the highest number of respondents is the 20-30 years category, accounting for 109%. Conversely, the age group with the fewest respondents is the 17-20 years category, comprising 12%.

1.   Outer Model Analysis

The testing of the measurement model (outer model) is conducted to determine the specifications of the relationship between latent variables and their manifest variables. This testing includes convergent validity, discriminant validity, and reliability.

Convergent Validity. The convergent validity of the measurement model with

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[23] Sugiyono, *Prof. Dr. Sugiyono, Metode Penelitian Kuantitatif Kualitatif Dan R&d. Intro*, 2019.

reflective indicators can be observed from the correlation between item/indicator scores and their construct scores. Individual indicators are considered reliable if they have correlation values above 0.70. However, in the scale development phase of research, loadings between 0.50 and 0.60 are still acceptable[24]. The structural model in this study is presented in the following figure :
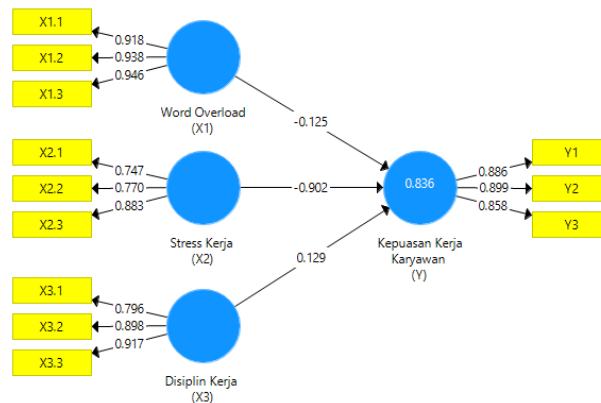
Figure 1. Outer Loading SmartPLS

Table 3. Outer Loading SmartPLS

	Work Overload (X1)	Work Stress (X2)	Work Discipline (X3)	Job Satisfaction (Y)
X1.1	0.918			
X1.2	0.938			
X1.3	0.946			
X2.1		0.747		
X2.2		0.770		
X2.3		0.883		
X3.1			0.796	
X3.2			0.898	
X3.3			0.917	
Y1				0.886
Y2				0.899
Y3				0.858

Based on the above figure, the outer loading values for all indicators of the variables Work Overload (X1), Job Stress (X2), Work Discipline (X3), and Employee Satisfaction (Y) are > 0.7, indicating that all indicator values for latent variables are valid.

Another method to measure Convergent Validity is by examining the square root of

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[24] Ali Muhson, *Analisis Statistik Dengan SmartPLS Ii Analisis Statistik Dengan SmartPLS: Path Analysis, Confirmatory Factor Analysis, & Structural Equation Modeling*, 2022.

the average variance extracted (AVE). The suggested value is above 0.5 for a good model. The next test involves the composite reliability of the indicator block measuring the construct. A construct is considered reliable if the composite reliability value is above 0.60. Additionally, the reliability of the construct or latent variable measured can be assessed by looking at the Cronbach's alpha value from the indicator block measuring the construct. A construct is deemed reliable if the Cronbach's alpha value is above 0.7.

The table below presents the loading values for the constructs of the research variables generated by running the Smart PLS program in the following table:

Table 4. Composite Reliability SmartPLS

	Cronbach's alpha	**Composite reliability**	**Average variance extracted (AVE)**
Work Overload (X1)	0.926	0.953	0.872
Stress Kerja (X2)	0.725	0.843	0.643
Disiplin Kerja (X3)	0.844	0.905	0.761
Kepuasan Kerja (Y)	0.856	0.912	0.777

Based on the table above, the Average Variance Extracted (AVE) values for each variable, namely work overload, job stress, and work discipline, concerning employee satisfaction, are > 0.5. This indicates that the values of these variables are reliable. Therefore, it can be stated that each variable has high discriminant validity.

The Composite Reliability (ρc) values are used to measure the consistency of the indicator block. It is recommended that the Composite Reliability (ρc) value be greater than 0.6. These results indicate that each variable has met the Composite Reliability criteria. Therefore, it can be concluded that the overall variables have a high level of reliability.

In the table above, the Cronbach's alpha values for each variable indicate construct values >0.70. Therefore, these results show that each research variable has met the requirements for Cronbach's alpha values. Consequently, it can be concluded that the overall variables exhibit a high level of reliability.

	Work Overload (X1)	**Stress Kerja (X2)**	**Disiplin Kerja(X3)**	**Kepuasan Karyawan(Y)**
X1.1	0.918	0.621	0.481	-0.598
X1.2	0.938	0.542	0.344	-0.577
X1.3	0.946	0.583	0.403	-0.592
X2.1	0.542	0.747	0.530	-0.646
X2.2	0.475	0.770	0.558	-0.584
X2.3	0.498	0.883	0.375	-0.894
X3.1	0.377	0.511	0.796	-0.300
X3.2	0.412	0.485	0.898	-0.384
X3.3	0.371	0.538	0.917	-0.471
Y1	-0.586	-0.796	-0.420	0.886
Y2	-0.474	-0.865	-0.356	0.899

Y3	-0.621	-0.722	-0.427	0.858

Based on the table above, each indicator has a higher factor loading compared to other methods. With these results, it can be concluded that the indicators in this research variable meet the criteria for discriminant validity, with analysis results > 0.6.

The next step is to achieve discriminant validity, which can be done by comparing the AVE (square root of average variance extracted) for each result to determine the relationship between model-based results and other results. Each model can be considered to meet the criteria for discriminant validity if the square root of AVE is greater than the correlation between its constructs.

Table 5. AVE Values Fornell-Larcker Criteria

	X1	X2	X3	Y
X1	0.934			
X2	0.624	0.802		
X3	0.439	0.583	0.872	
Y	-0.631	-0.905	-0.452	0.881

Based on Table 5, each diagonal indicator value in the Fornell-Larcker criterion is larger than the correlation value between the construct and other constructs. Therefore, the calculation indicates that the indicators of the variables Work Overload (X1), Job Stress (X2), Work Discipline (X3), and Employee Satisfaction (Y) have met the criteria for discriminant validity.

2.   Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure the robustness and accuracy of the constructed structural model. The analysis stages conducted in the evaluation of the structural model are observed through several indicators, namely the coefficient of determination (R^2). Based on the data processing performed using the SmartPLS program, the R Square values obtained are as follows:

Table 6. R-Square Values SmartPLS

	R-square	R-square adjusted
Kepuasan Kerja	0.836	0.833

Based on the table above, it is shown that the R-Square value for the latent variable Employee Satisfaction can be well explained by the influence of work overload, job stress, and work discipline, which is 0.836. This result indicates that 83.6% of employee satisfaction is explained, while the remaining 16.4% is influenced by other variables.

Hypothesis Testing

After evaluating the inner model, the next step is to assess the relationships between latent constructs as hypothesized in this study. Since PLS does not assume that data is normally distributed, Resampling Technique with Bootstrapping method is employed. The results of bootstrapping with 500 bootstrap samples assume that the data is normally distributed, allowing for the testing of parameters in the model using the t-test. Hypothesis testing in this study is conducted by examining T-Statistics and P-Values. A hypothesis is considered accepted if the T-Statistics > 1.96 and P-Values < 0.05.

The following are the results of Path Coefficients for direct effects:

Table 7. Hypothesis Testing SmartPLS

	Original sample (O)	Mean of Sample (M)	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P values	Results
Work Overload -> Job Satisfaction	-0.125	-0.124	0.046	2.727	0.006	Received
Work Stress -> Job Satisfaction	-0.902	-0.905	0.041	21.948	0.000	Received
Work Discipline -> Job Satisfaction	0.129	0.126	0.051	2.536	0.011	Received

- Coefficient of the Work Overload variable (X1) significantly influences employee satisfaction (Y), with a t-statistic value > 1.96 and a p-value < 0.05.

- Coefficient of the Job Stress variable (X2) significantly influences employee satisfaction (Y), with a t-statistic value > 1.96 and a p-value < 0.05.

- Coefficient of the Work Discipline variable (X3) significantly influences employee satisfaction (Y), with a t-statistic value > 1.96 and a p-value < 0.05.

Work Overload Significantly Affects Employee Job Satisfaction

Based on the analysis results, it is evident that Work Overload significantly affects job satisfaction with a negative direction. The analysis indicates that employees feel the workload assigned is not commensurate with their capabilities, resulting in reduced job satisfaction. Employees who do not experience satisfaction in their work can lead to disturbances and a decline in employee performance. The findings of this research align with the theory stating that as the workload on employees increases, their job satisfaction tends to decrease[25].

The results of this study are consistent with research articles stating that work overload significantly influences job satisfaction[26]. This is supported by other research articles that also affirm the significant impact of work overload on employee job satisfaction[27].

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[26] Anwar and Ismail.

[27] Sabirin Ilham, 'Disiplin Kerja, Pengalaman Kerja Terhadap Kepuasan Dan Kinerja Pengawas', *Jurnal Ilmiah Manajemen Dan Bisnis*, 21.2 (2020), 123–35 <https://doi.org/10.30596/jimb.v21i2.4295>.

Stress at Work Significantly Affects Employee Job Satisfaction

Based on the analysis results, it is evident that work-related stress significantly and negatively influences employee job satisfaction. This implies that if work conditions create ongoing discomfort, it will lead to stress among employees. The experienced stress will contribute to job dissatisfaction, ultimately resulting in a decline in productivity and performance. It can be concluded that work-related stress plays a role in influencing employee job satisfaction, where a higher level of work-related stress tends to decrease employee job satisfaction. The findings of this research align with the theory stating that if work-related stress in a company increases, the level of employee job satisfaction will decrease[28].

The results of this study are consistent with research articles stating that work-related stress significantly influences employee job satisfaction[29]. This is supported by other research articles that also affirm the significant impact of work-related stress on employee job satisfaction[30].

Work Discipline Significantly Affects Employee Job Satisfaction

Based on the analysis results, it is evident that work discipline significantly and positively influences employee job satisfaction. The hypothesis results show that indicators of time discipline, rule discipline, and responsibility discipline have a positive impact on job satisfaction. The analysis indicates that the work discipline conditions among employees are good, and good discipline reflects the high sense of responsibility that employees have toward their assigned tasks. Therefore, the presence of work discipline in the company can influence employee satisfaction. The findings of this research align with the theory stating that if work discipline increases in a company, the level of employee job satisfaction will also increase[31].

The results of this study are consistent with research articles stating that work discipline significantly and positively influences employee job satisfaction[32]. This is supported by other research articles that also affirm the significant impact of work discipline on employee job satisfaction[33].

CONCLUSION

Based on the research results and discussions, it can be concluded that partially, the variables of work overload, job stress, and work discipline significantly influence

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employee job satisfaction. This suggests that employees working in the examined company experience excessive workload and stress, leading to dissatisfaction with their work. Moreover, in terms of work discipline, employees perceive good discipline in the company, contributing to increased work discipline. The researcher suggests that the company reevaluate the task demands for each employee to achieve a more balanced workload. Additionally, the company should prioritize employee comfort. Providing employees with tasks that align with their capabilities and without excessive pressure can enhance overall job satisfaction. Furthermore, for future researchers, it is recommended to carefully select variables that can be included in the research model to explore the most up-to-date factors influencing job satisfaction.

ACKNOWLEDGMENTS

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