

THE INFLUENCE OF WORKLOAD, LOCUS OF CONTROL, AND ORGANIZATIONAL CLIMATE ON JOB SATISFACTION OF EMPLOYEES AT PT. NASMOCO PURWOKERTO

Vanda Rizki Kustriani¹, Hengky Widhiandono², Fatmah Bagis³, Alfalisyado⁴

^{1,2,3,4} Management Study Program, Faculty of Economics and Business, Muhammadiyah Purwokerto University, Jl. KH. Ahmad Dahlan, Po Box 202 Purwokerto, Central Java, Indonesia, vandhakiky@gmail.com

DOI : <https://doi.org/10.21107/pamator.v17i3.26121>

Manuscript received 17th July 2024, Revised 25th July 2024, Published 15st August 2024

Abstract

The purpose of this study was to test and analyze the influence of workload variables, locus of control, and organizational climate on job satisfaction of PT Nasmoco Purwokerto employees. This study uses a quantitative approach with a sample consisting of 75 employees of PT Nasmoco Purwokerto obtained through distributing questionnaires. Data analysis was performed using Structural Equation Modeling-Partial Least Square (SEM-PLS). The results showed that there was a negative and significant influence between workload on job satisfaction, with a coefficient value of -0.320 and a p value of 0.001 (<0.05). Internal locus of control has a positive and significant influence on job satisfaction, with a coefficient value of 0.468 and a p value of 0.000 (<0.05). In addition, organizational climate also has a positive and significant effect on job satisfaction, with a coefficient value of 0.392 and a p value of 0.000 (<0.05). In contrast, external locus of control did not show a positive and significant effect on job satisfaction, with a coefficient value of -0.072 and a p value of 0.503 (> 0.05). These results indicate that workload, internal locus of control, and organizational climate have a significant influence on job satisfaction of PT Nasmoco Purwokerto employees, while external locus of control has no significant effect.

Keywords: Workload, Locus of Control, Organizational Climate, Job Satisfaction

© Authors; This is an Open Access Research distributed under the term of the Creative Commons Attribution-ShareAlike 4.0 International License (CC BY-SA 4.0) (<https://creativecommons.org/licenses/by-sa/4.0/>) which allows re-distribution and re-use of a licensed work on the conditions that the creator is appropriately credited and that any derivative work is made available under “the same, similar or a compatible license”.

INTRODUCTION

The automotive industry in Indonesia is an important sector that contributes significantly to the economy, employment, trade, and environmental factors. The Indonesian government has implemented several policies to support the growth of the automotive sector, such as pro-growth tax policies, ease of licensing, infrastructure development, and enhancing the competitiveness of the national automotive industry. With these policies, it is expected that the automotive industry will not only grow but also compete at the international level ¹.

A company cannot develop rapidly without the support of high-quality human resources, as HR is the primary foundation. HR is the main foundation for overall business success, in addition to material resources. One characteristic of effective HR management is high job satisfaction among employees. Robbins & Judge (2018, p. 46) provide a comprehensive definition of job satisfaction as a positive feeling about one's job, which is the result of an evaluation of its characteristics ². According to Judge et al., (2020), job satisfaction is the positive or negative feelings an individual has about their work outcomes ³. Therefore, paying attention to job satisfaction is crucial for companies, especially in the national automotive industry. Studying employee job satisfaction is important not only to boost productivity but also to enhance service quality, creativity, and innovation.

PT. Nasmoco is a leading company in Indonesia's automotive industry and an official dealer offering the largest and most comprehensive car sales in the Yogyakarta Special Region and Central Java. PT. Nasmoco Purwokerto, often referred to as the Toyota Purwokerto dealer, is located on Jl. Gerilya Timur. Each employee has work targets to ensure their tasks and responsibilities are completed efficiently and productively. Workload can be physical or mental; if too heavy, it can hinder performance and cause employees to feel overwhelmed ⁴. To meet targets, employees may face various problems and difficulties from within themselves or their surroundings ⁵. An unproductive

¹ Indra Chandra Setiawan, 'Quantitative Analysis of Automobile Sector in Indonesian Automotive Roadmap for Achieving National Oil and CO2 Emission Reduction Targets by 2030', *Energy Policy*, 150 (2021), p. 112135.

² Stephen P Robbins and Timothy A Judge, *Essentials of Organizational Behavior* (Pearson, 2018).

³ Timothy A Judge, Shuxia Carrie Zhang, and David R Glerum, 'Job Satisfaction', *Essentials of Job Attitudes and Other Workplace Psychological Constructs*, 2020, pp. 207–41.

⁴ Nathan A Bowling and Cristina Kirkendall, 'Workload: A Review of Causes, Consequences, and Potential Interventions', *Contemporary Occupational Health Psychology: Global Perspectives on Research and Practice, Volume 2*, 2 (2012), pp. 221–38.

⁵ Darmilisani Darmilisani, 'Pengaruh Locus Of Control Internal Dan Locus Of Control Eksternal Terhadap Kepuasan Kerja Pada Kantor Direksi Pt Socfin Indonesia Medan', *Jumant*, 13.1 (2021), pp. 1–14.

organizational climate, frequent misunderstandings among employees within divisions, and ineffective leadership can trigger misalignment and reduce work efficiency⁶.

Despite having high work targets, employees at PT. Nasmoco do not see them as an issue. Instead, they feel satisfied when they achieve their targets because they receive incentives from the company. This research is intriguing because, despite high work targets, employees still feel satisfied. The researcher is interested in identifying the factors influencing job satisfaction, particularly in terms of workload, locus of control, and organizational climate.

According to Herzberg's Motivation-Hygiene Theory on Chiat and Panatik (2019), factors affecting job satisfaction are divided into two categories: motivators and hygiene factors⁷. Emphasizing the importance of both categories, Herzberg's theory underscores the need to create a work environment that fosters high job satisfaction by considering an appropriate workload, providing motivating challenges, recognizing achievements, and establishing a supportive and positive organizational climate. Understanding the role of individual locus of control is also key in designing effective motivational strategies.

Research by Kirana et al. (2021), Handayani (2022), Jermisittiparsert et al. (2021, Parulian et al. (2020), Ekowati et al. (2021) found that workload has a positive and significant effect on employee job satisfaction, with increased workload providing motivating challenges and enhancing the sense of achievement⁸. Conversely, studies by Cahyani et al. (2020), Hasyim (2020), and Paijan & Putri (2019) showed that workload has a negative and significant impact on job satisfaction, causing stress and fatigue⁹.

⁶ Alfi Pahlawan and Onsardi Onsardi, 'Pengaruh Motivasi Kerja, Iklim Organisasi Dan Kepemimpinan Terhadap Kepuasan Kerja Karyawan Marketing Pada Pt. Agung Toyota Bengkulu', *Jurnal Manajemen Modal Insani Dan Bisnis (JMMIB)*, 1.2 (2020), pp. 153–63.

⁷ Low Chun Chiat and Siti Aisyah Panatik, 'Perceptions of Employee Turnover Intention by Herzberg's Motivation-Hygiene Theory: A Systematic Literature Review', *Journal of Research in Psychology*, 1.2 (2019), pp. 10–15.

⁸ Kusuma Chandra Kirana, Ambar Lukitaningsih, and Dorce Marchiliya Londin, 'Analysis of the Impact of Workload and Work Stress on Job Satisfaction with Motivation as Intervening Variable', *Jurnal Aplikasi Manajemen*, 19.4 (2021), pp. 791–803; Happy Nur Fitri Handayani, 'Effect Of Workload And Work Environment On Work Motivation And Its Implications On Employee Performance At PT Ciptajaya Sejahtera Abadi', *Dinasti International Journal of Education Management And Social Science*, 3.4 (2022), pp. 502–15; Kittisak Jermisittiparsert and others, 'The Impact of the Workload on the Job Satisfaction: Does the Job Stress Matter?', *Academy of Strategic Management Journal*, 20 (2021), pp. 1–13; Sahat Parulian and Ahmad Hidayat Sutawijaya, 'Effect of Work Environment and Motivation on Workload and Its Implications on Employee Performance PT. PLN (Persero) UP3 Kebon Jeruk', *Dinasti International Journal of Digital Business Management*, 1.2 (2020), pp. 165–79; Vivin Maharani Ekowati and others, 'An Empirical Effect of Workloads on Employee Satisfaction: Mediating by Work Environment', *Journal of Southwest Jiaotong University*, 56.1 (2021).

⁹ Ami Shiva Cahyani, Sri Suwarsi, and Allya Roosallyn Assyofa, 'Pengaruh Beban Kerja Dan Kompensasi Terhadap Kepuasan Kerja Karyawan Pada PT Mitra Lestari Sejati Bandung', *Prosiding Manajemen*, 6.1 (2020), pp. 624–29; Wachid Hasyim, 'Pengaruh Beban Kerja Dan Kompensasi Terhadap Kepuasan Kerja Karyawan PT. Yaskawa Electric Indonesia', *EKOMABIS: Jurnal Ekonomi Manajemen Bisnis*, 1.02 (2020), pp. 185–92; Paijan Paijan and Anugrah Hutami Putri, 'Pengaruh Beban Kerja Dan Kompensasi Terhadap Kepuasan Kerja Karyawan (Studi Kasus Pada Kantor PT. Tri Poda Parama)', *Jurnal Ilmiah Manajemen Dan Bisnis*, 5.3 (2019), pp. 152–65.

These differences suggest that the impact of workload on job satisfaction may be influenced by contextual factors such as the type of job and organizational support. Therefore, this study hypothesizes that “Workload has a negative and significant effect on job satisfaction of PT. Nasmoco employees.”

The next factor that also affects the job satisfaction of PT. Nasmoco Purwokerto employees is the locus of control. According to Rotter (in Kreitner, Kinicki, & Buelens, 2014), LOC is a psychological trait that allows a person to link their experiences to themselves or their environment. LOC includes two types: internal and external LOC. Internal locus of control is the belief that an individual has the power to control their own fate, independent of the support or ignorance of their environment. Meanwhile, external LOC is the perspective that the bad or good outcomes in a person's life are determined by external factors such as luck, chance, or fate, rather than individual effort or strength.

Research by Nainggolan, Kojo, & Sendow (2018), Darmilisani (2021), Anita & Idaman (2020), and Khairunnisa, Ahmad, & Gurendawati (2020) related to the impact of internal LOC on job satisfaction found a positive and significant influence of internal LOC on job satisfaction. Thus, the second hypothesis is “Internal LOC has a positive and significant effect on employee job satisfaction.”¹⁰

Research by Nainggolan et al. (2018), Darmilisani (2021), and Mallo, Trang, & Saerang (2022) related to the impact of external LOC on job satisfaction found that external LOC has a positive and significant effect on job satisfaction¹¹. However, contrary findings by Amalini, Musadieg, & Afrianty (2016) showed that external LOC has a negative and insignificant effect on employee job satisfaction. Therefore, the third hypothesis is “External LOC has a positive and significant effect on job satisfaction.”¹²

The next factor is the organizational climate. According to Denison (1990), there are two definitions of organizational climate: it refers to the overall impression or response of individuals to the conditions (within the organization), such as involvement, rejection,

¹⁰ Mian Admiral Nainggolan, Christoffel Kojo, and Greis Sendow, ‘Analisis Pengaruh Internal Locus of Control Dan External Locus of Control Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Kinerja Tenaga Kependidikan Di Fakultas Ekonomi Dan Bisnis Universitas Sam Ratulangi’, *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 6.4 (2018); Darmilisani; Lella Anita and Northa Idaman, ‘PENGARUH INTERNAL LOCUS OF CONTROL TERHADAP KINERJA KARYAWAN DENGAN KEPUASAN KERJA SEBAGAI VARIABEL PEMEDIASI’, *Jurnal Manajemen Mandiri Saburai (JMMS)*, 4.4 (2020), pp. 1–10; Tri Kurniati Khairunnisa, Gatot Nazir Ahmad, and Ety Gurendawati, ‘Pengaruh Religiusitas, Preferensi Risiko, Dan Locus of Control Terhadap Perilaku Keuangan Dan Dampaknya Terhadap Personal Financial Distress Pada Pekerja Muda Di DKI Jakarta’, *JRMSI-Jurnal Riset Manajemen Sains Indonesia*, 11.2 (2020), pp. 381–403.

¹¹ Nainggolan, Kojo, and Sendow; Darmilisani; Chandra K H Mallo, Irvan Trang, and Regina T Saerang, ‘Pengaruh Internal Locus of Control Dan External Locus of Control Terhadap Kepuasan Kerja Pegawai Kantor Kecamatan Sario’, *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 10.1 (2022), pp. 91–100.

¹² Henis Fiqih Amalini, Mochammad Al Musadieg, and Tri Wulida Afrianty, ‘Pengaruh Locus of Control Terhadap Kepuasan Kerja Dan Kinerja (Studi Pada Karyawan Perusahaan Daerah Air Minum (PDAM) Kota Malang)’, *Jurnal Administrasi Bisnis*, 35.1 (2016).

or satisfaction, and the conditions within an organization that impact individual behavior¹³.

Research by Pahlawan & Onsardi (2020), Andriyani & Dewi (2020), Anandita, Choiriyah, & Mahendri (2021), Jatmiko, Aribowo, & Iswati (2023), and I. M. Muliana, Sujana, & Novarini (2020) found that organizational climate has a positive and significant effect on employee job satisfaction¹⁴. This contrasts with findings by Aryanto, Astuti, & Kumadji (2019) and Agustin (2023), which found a significant and negative relationship between the two variables¹⁵. Thus, the fourth hypothesis is “Organizational climate has a positive and significant effect on employee job satisfaction.”

This research is intriguing because employees are required to work under target pressure, which indirectly causes job dissatisfaction. However, they are able to adapt, which can be linked to the variables of locus of control and organizational climate. Locus of control describes the extent to which employees feel they have control over their work and the outcomes they achieve; employees with an internal locus of control tend to be more proactive and better able to handle work pressure. Additionally, a supportive organizational climate, including open communication, recognition of achievements, and support from colleagues and superiors, can help mitigate the negative impact of work pressure and enhance overall job satisfaction. The objective of this study is to determine “The Influence of Workload, Internal and External Locus of Control, and Organizational Climate on Employee Job Satisfaction at PT. Nasmoco Purwokerto.”

The conceptual framework of this study can be presented through the diagram illustrated in Figure 1 below:

¹³ Dan Denison, ‘Corporate Culture and Organizational’, *New York: Wiley. Dike, P.(2013). The Impact of Workplace Diversity on Organizations. Dobbin, F., & Jung, J.(2010). Corporate Board Gender Diversity and Stock Performance: The Competence Gap or Institutional Investor Bias. NCL Rev*, 89 (1990), p. 809.

¹⁴ Pahlawan and Onsardi; Putu Diah Andriyani and I Gusti Ayu Manuati Dewi, ‘Pengaruh Iklim Organisasi, Motivasi Kerja, Dan Stres Kerja Terhadap Kepuasan Kerja Karyawan’, *E-Jurnal Manajemen Universitas Udayana*, 9.10 (2020), pp. 3463–85, doi:10.24843/ejmunud.2020.v09.i10.p03; Septian Ragil Anandita, Zulfatul Choiriyah, and Wisnu Mahendri, ‘Pengaruh Iklim Organisasi Dan Komunikasi Terhadap Kepuasan Kerja (Studi Pada SMK Kreatif Hasbullah Bahrul Ulum)’, *Jurnal Inovasi Penelitian*, 2.3 (2021), pp. 899–908; Tri Jatmiko and Handy Aribowo, ‘PENGARUH IKLIM ORGANISASI TERHADAP KEPUASAN KERJA YANG BERDAMPAK PADA LOYALITAS KARYAWAN PT TELKOM AKSES WILAYAH TELKOM SURABAYA UTARA’, *JURNAL EKSEKUTIF*, 20.01 (2023), pp. 133–48; I Made Muliana, I Wayan Sujana, and Ni Nyoman Ari Novarini, ‘Pengaruh Iklim Organisasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Pegawai Kantor Di Camat Payangan’, *Values*, 1.4 (2020).

¹⁵ Rakhmadi Widyo Aryanto, Endang Siti Astuti, and Srikandi Kumadji, ‘Pengaruh Budaya Organisasi Terhadap Iklim Organisasi Dan Kepuasan Kerja (Kajian Pada Karyawan Koperasi Grup Cipta Sejahtera)’, *Profita: Jurnal Administrasi Bisnis*, 13.2 (2019), pp. 24–29.

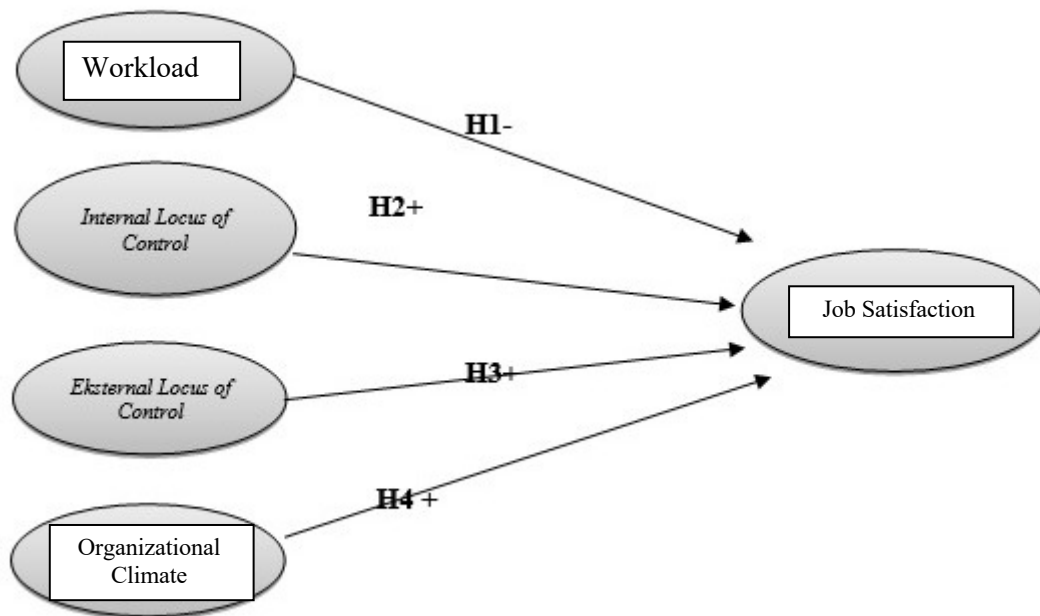


Figure 1. Structural Model

RESEARCH METHOD

This study uses data analysis with Partial Least Square (PLS). The PLS calculations include the Outer Model and Inner Model. The bootstrapping method is utilized for hypothesis testing, while statistical testing is conducted using the t-test. The relationship between indicators and their concepts is known as the outer model, which will be calculated using convergent validity, where validity is considered strong if the factor loading value exceeds 0.7, or the indicator validly measures the variable, and the AVE is at least 0.5, indicating a good level of convergent validity. Additionally, discriminant validity involving the Fornell-Larcker Criterion requires that the AVE should have a square root greater than the correlation of the latent variable. Composite reliability is considered adequate if its value exceeds 0.7 and Cronbach's Alpha > 0.6¹⁶.

OPERATIONAL DEFINITION

The operational definition of workload is the amount or total work that needs to be performed or the volume of work of PT. Nasmoco employees, which is related to psychological demands, role ambiguity, concentration, and mental work disturbances. The indicators used for workload according to Rosca (2021) are psychological demands, role ambiguity, concentration, and mental work disturbances¹⁷. The operational

¹⁶ Siswoyo Haryono, 'METODE SEM Untuk Penelitian Manajemen Dengan AMOS LISREL PLS, Luxima Metro Media', Jakarta: PT. Intermedia Personalia Utama, 2017.

¹⁷ Andra Cătălina Roșca and others, 'Job Demands and Exhaustion in Firefighters: The Moderating Role of Work Meaning. A Cross-Sectional Study', *International Journal of Environmental Research and Public Health*, 18.18 (2021).

definition of locus of control is the employee's self-confidence in carrying out the responsibilities of a job given by PT. Nasmoco, which is related to their external and internal locus of control. Two characteristics indicated by Locus of Control, based on Crider's explanation (1983) as cited by Jufrizen & Lubis (2020), are internal LOC, which includes characteristics such as hard work, high initiative, continuous effort in finding solutions to problems, striving to think effectively, and maintaining the view that action is necessary to achieve success¹⁸. Employees who have low expectations regarding the relationship between effort and achievement, indicated by external Locus of Control, tend to exhibit this attitude. The work performed by PT. Nasmoco employees, encompassing both internal and external LOC, is carried out with a belief that reflects their operational Locus of Control. They generally rely on others, lack initiative, give up easily, and are more easily influenced by external directions. This attitude arises from the belief that external factors play a larger role in controlling them, so they rarely seek information and show minimal effort. In brief, the operational definition of organizational climate is the employees' perceptions or feelings about aspects of the environment at PT. Nasmoco that affect their actions and relate to structure, rewards, responsibility, standards, commitment, and support. According to Stringer, as cited in Wirawan (2016) in Wijayanti & Budiani (2021), the indicators of organizational climate are structure, rewards, standards, support, and commitment, as well as responsibility¹⁹. Job satisfaction refers to the employees' sense of contentment while working at PT. Nasmoco. According to Handoko (2010) in Diansyah (2018), the indicators of job satisfaction are challenging work, job suitability, coworkers, commensurate rewards, and the work environment²⁰.

RESULTS AND DISCUSSION

Respondent Characteristics

The characteristics of respondents are an important aspect of this research, focusing on gender, age, marital status, length of service, educational background, department/division, and employment status. Detailed information is explained as follows. The respondents of this study consist of 75 employees. It was found that the majority of workers are male (62 people or 83% of the total), most are in the age range of 31 to 40 years (32 people or 43% of the total), most are married (58 people or 77% of the total), most have long-term employment (56 people or 75% of the total), most have the highest education level of high school/vocational school and a bachelor's degree (35 people or 40% of the total), the majority are in the sales division (35 people or 47%), and the predominant employment status is permanent employees (75 people or 100%).

¹⁸ Jufrizen Jufrizen and Afni Sasqia Putri Lubis, 'Pengaruh Kepemimpinan Transformasional Dan Kepemimpinan Transaksional Terhadap Kinerja Pegawai Dengan Locus of Control Sebagai Variabel Moderating', *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3.1 (2020), pp. 41–59.

¹⁹ Wiwik Wijayanti and M Budiani, 'Hubungan Antara Iklim Organisasi Dan Sistem Penghargaan Dengan Work Engagement Pada Karyawan PT X', *Character: Jurnal Penelitian Psikologi Karyawan*, 8.4 (2021), pp. 1–12.

²⁰ Diansyah Diansyah, 'Pengaruh Kepemimpinan Transformasional Dan Kompensasi Terhadap Kepuasan Kerja Melalui Komitmen Organisasi', *Media Ekonomi Dan Manajemen*, 33.1 (2018).

Results

PLS Analysis

Based on calculations using Smart PLS 4.0 software, the following values were obtained:

a. Convergent Validity Test

In the convergent validity test, indicators with values less than 0.7 must be removed from the model as they are considered unreliable and insignificant. Afterward, the model is re-estimated. The results of this study show that all variable indicators have values greater than 0.7, indicating they can be used as measurement tools.

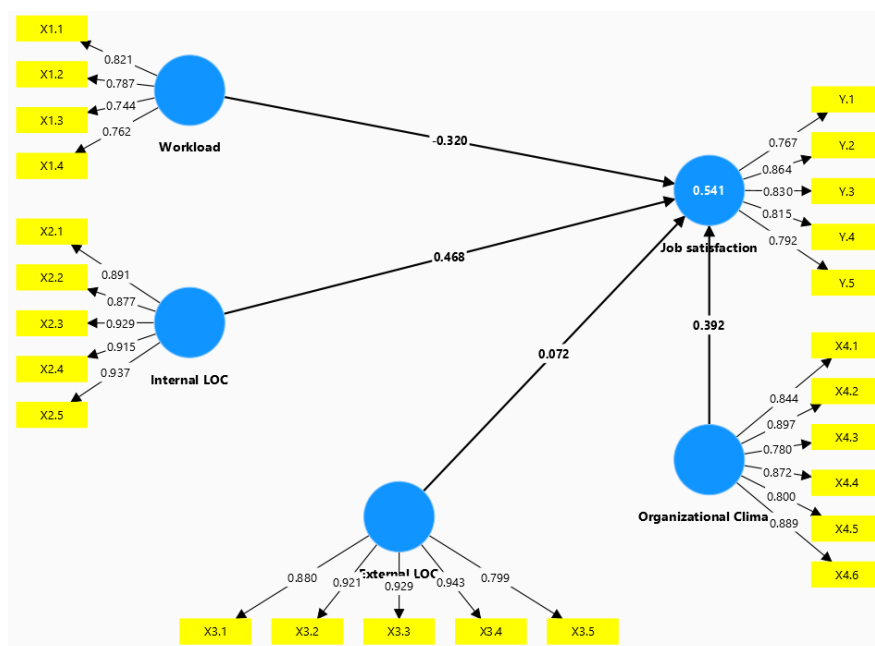


Figure 2. Outer Loadings

The correlation between workload and job satisfaction (0.001) indicates that workload has a negative and significant impact on job satisfaction, with an effect size of -0.320. This means that as the workload increases, the level of job satisfaction decreases. The correlation between internal LOC (Locus of Control) and job satisfaction (0.000) shows that internal LOC has a positive and significant effect on job satisfaction, with an effect size of 0.468. This indicates that employees who tend to feel they have control over their lives are more likely to be satisfied with their jobs. Meanwhile, the correlation between external LOC and job satisfaction (0.503) indicates that external LOC has a positive but not significant effect on job satisfaction, with an effect size of 0.072. This means that individuals who tend to feel that external factors are more dominant in controlling their lives are less likely to be satisfied with their jobs. The correlation between organizational climate and job satisfaction (0.000) indicates that organizational climate has a positive and significant effect, with an effect size of 0.392. This means that a supportive and conducive organizational climate can enhance employee job satisfaction.

b. Construct Validity and Reliability Testing

Table 1 Validity and Reliability of Constructs

	Cronbach's Alpha	rho A	Composite Reliability	AVE
Workload	0.794	0.807	0.861	0.607
Internal LOC	0.948	0.953	0.960	0.828
External LOC	0.938	0.949	0.953	0.803
Organizational C	0.923	0.944	0.939	0.720
Job Satisfaction	0.873	0.878	0.908	0.663

By referring to Table 1 above, it is found that the AVE value is around 0.500, which meets the recommended criteria, indicating that all constructs meet reliability standards, as can be concluded from the table. Similarly, it is concluded that each construct in this study is reliable and suitable for use in the next research phase. This is evidenced by Cronbach's Alpha and Composite Reliability scores greater than 0.7.

b. Structural Model Analysis (Inner Model)

Structural model analysis is conducted by evaluating the estimated parameter coefficients of the paths and their significance levels. The results of the significance tests for the path coefficients of each variable can be seen in Table 2.

Tabel 2. Hypothesis Test

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Workload -> Job Satisfaction	-0.320	3.236	0.001	Hypothesis accepted
LOC Internal -> Job Satisfaction	0.468	4.800	0.000	Hypothesis accepted

LOC Eksternal -> Job Satisfaction	0.072	0.647	0.518	Hypothesis rejected
Organizational Climate -> Job Satisfaction	0.392	4.730	0.000	Hypothesis accepted

Based on the table above, it shows that the first hypothesis is accepted, indicating that workload has a significant effect on job satisfaction. The second hypothesis is also accepted, indicating that internal LOC has a significant effect on job satisfaction. However, the third hypothesis is rejected, indicating that external LOC does not have a significant effect, as the P-value (sig) is greater than 0.05. The fourth hypothesis is accepted, indicating that organizational climate has a significant effect on job satisfaction.

DISCUSSION

This section will discuss several factors that influence job satisfaction at PT. Nasmoco, which is the core issue of this research.

Workload on Job Satisfaction

Referring to the data in Table 2, it can be concluded that the workload has a negative and significant impact on job satisfaction. This means that as the level of employee workload increases, their job satisfaction decreases. Therefore, if PT. Nasmoco imposes a high workload, it may lead to a decrease in employee satisfaction. In this study, workload refers to the pressure employees face in their work. Workload should be measured to ensure it is not too high, as according to S. Muliana (2020), controlled workload will positively impact worker productivity and help workers feel satisfied with their jobs ²¹. According to Bagis, Adawiyah, & Sudjadi (2024), employees experiencing high levels of work stress become burdened, thereby affecting job satisfaction ²². Therefore, PT. Nasmoco must always monitor the workload of its employees to ensure high levels of job satisfaction.

The company uses the Workload Analysis (WLA) technique to measure employee workload, aiming to structurally determine the portion and level of workload each employee faces. Several factors considered by the company in calculating employee workload include their position and role within the company ²³. The results of this study

²¹ Siti Muliana, 'Pengaruh Motivasi Dan Beban Kerja Terhadap Kepuasan Kerja Pegawai Pada PT BPD KALTIM KALTARA Cabang Utama Di Samarinda', *Jurnal Administrasi Bisnis Fisipol Unmul*, 8.4 (2020), p. 309.

²² Fatmah Bagis, Wiwiek Rabiatul Adawiyah, and Achmad Sudjadi, 'Employee's Spiritual Well-Being: Diminishing the Negative Fibs of Job Stress, Ego Depletion and Cyberloafing', *Revista de Gestão Social e Ambiental*, 18.6 (2024), pp. e05686–e05686.

²³ Linggar, 'Cara Melakukan Analisis Beban Kerja Dan Manfaatnya', 2023

are consistent with Cahyani et al. (2020) on workload and job satisfaction at PT. Mitra Lestari Sejati Bandung²⁴, Hasyim (2020) at PT. Yaskawa Electric Indonesia²⁵, Pajjan & Putri (2019) at PT. Tri Poda Parama, which state that workload negatively and significantly affects job satisfaction²⁶. Contradictory findings are explained by Talo, Timuneno, & Nursiani (2020) at PT. Pos Indonesia (Persero) Kupang Branch²⁷, Sari & Hasyim (2022) at PT. Manufaktur Cikarang²⁸, Bahri, Hasibuan, & Pasaribu (2022) at the DPRD Office of North Sumatra Province²⁹, showing that workload has a positive and significant impact on job satisfaction. This study contributes additional evidence on the impact of workload on job satisfaction at PT. Nasmoco, which operates in the automotive sector.

The Influence of Internal and External Locus of Control on Job Satisfaction

Based on the information from Table 2, it can be concluded that internal LOC (Locus of Control) has a significant and positive impact on job satisfaction. This means that employees with an internal locus of control, the belief that they have full control over their lives and careers, tend to be satisfied with their jobs because they feel they have control over their experiences at PT. Nasmoco. Therefore, PT. Nasmoco might consider prioritizing employees with an internal LOC to enhance job satisfaction.

On the other hand, external LOC has a positive but not significant impact on job satisfaction. This means that individuals who tend to believe that luck, fate, or factors beyond their control contribute to outcomes in their lives and work do not significantly influence their job satisfaction. The implication is that PT. Nasmoco might be better off selecting more employees with an internal LOC. According to Hertanti & Sugiharto (2022), internal LOC greatly affects employee satisfaction, especially in helping develop their careers³⁰. Therefore, in selecting employees or in the development of existing employees, PT. Nasmoco can consider seeking individuals who exhibit strong internal

<<https://employers.glints.com/id-id/blog/analisis-beban-kerja/>> [accessed 15 April 2024].

²⁴ Cahyani, Suwarsi, and Assyofa.

²⁵ Hasyim.

²⁶ Pajjan and Putri.

²⁷ Sarlina Ludji Talo, Tarsusius Timuneno, and Ni Putu Nursiani, 'Pengaruh Beban Kerja Terhadap Kepuasan Kerja Karyawan Pada PT. Pos Indonesia (Persero) Cabang Kupang', *GLORY Jurnal Ekonomi Dan Ilmu Sosial*, 1.2 (2020), pp. 73–91.

²⁸ Sarah Puspita Sari and Wachid Hasyim, 'Pengaruh Work Life Balance, Gaya Kepemimpinan Dan Beban Kerja Terhadap Kepuasan Kerja Karyawan PT. Manufaktur Cikarang', *IKRAITH-EKONOMIKA*, 5.3 (2022), pp. 161–67.

²⁹ Syaiful Bahri, Lailan Musfiroh Hasibuan, and Sjahril Effendy Pasaribu, 'Pengaruh Komunikasi Dan Beban Kerja Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Pegawai Pada Kantor Dewan Perwakilan Rakyat Daerah Provinsi Sumatera Utara', *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 5.1 (2022), pp. 229–44.

³⁰ Reni Aprinia Hertanti and Dwi Yuwono Puji Sugiharto, 'Hubungan Kohesivitas Keluarga Dan Internal Locus of Control Terhadap Kematangan Karir Siswa Sekolah Menengah Kejuruan', *Bulletin of Counseling and Psychotherapy*, 4.1 (2022), pp. 217–25.

LOC traits and provide support and a work environment that encourages the development of these characteristics. According to Bagis, Arraniri, & Darmawan (2024), satisfied employees will show loyalty and avoid deviant behavior³¹. According to Hasanah & Bagis (2024), satisfied and comfortable employees will feel at ease in their work and will not consider moving to another place³². The technique used to assess internal and external locus of control is by observing employees' responses to events in their lives and their motivation to take action. If employees believe they have control over their lives, they will not give up on changing certain situations. Conversely, if employees feel it is beyond their control, they will not attempt to change it³³.

This research is consistent with Darmilisani (2021) on internal LOC and job satisfaction at PT. Socfin Indonesia Medan³⁴, Nainggolan et al. (2018) at the Faculty of Economics and Business, Sam Ratulangi University³⁵, Anita & Idaman (2020) at PT PNM Lampung Branch³⁶, Purwati, Sitompul, Sandria, Sari, & Hamzah (2023) in Islamic banking employees in Pekanbaru³⁷, which state that internal LOC has a positive and significant impact on job satisfaction. This researcher investigated internal LOC on job satisfaction at PT. Nasmoco, which operates in the automotive sector. This result is consistent with research by Amalini et al. (2016) on external LOC at PDAM Kota Malang³⁸, Purwati et al. (2023) on Islamic banking employees in Pekanbaru³⁹, with the finding that there is no significant impact of external LOC on job satisfaction. This study contributes to evidence on the influence of internal LOC on job satisfaction at PT. Nasmoco, which operates in the automotive sector. This result contradicts Darmilisani (2021) regarding external LOC and job satisfaction at PT. Socfin Indonesia Medan⁴⁰, Nainggolan et al. (2018) at the Faculty of Economics and Business, Sam Ratulangi University, which states that external LOC has a positive and significant impact on job

³¹ Fatmah Bagis, Iqbal Arraniri, and Akhmad Darmawan, 'Predictors of Reducing Workplace Deviant Behavior Among Employees of Islamic Educational Institutions', *International Journal of Religion*, 5.7 (2024), pp. 475–89.

³² Uswatun Hasanah and Fatmah Bagis, 'Causes of High Turnover Intention: Due to Work Family Conflict and Work Environment Factors', *Revista de Gestão Social e Ambiental*, 18.1 (2024), pp. e06429–e06429.

³³ Jeffrey V Johnson, 'Collective Control: Strategies for Survival in the Workplace', in *The Psychosocial Work Environment* (Routledge, 2020), pp. 121–32.

³⁴ Darmilisani.

³⁵ Nainggolan, Kojo, and Sendow.

³⁶ Anita and Idaman.

³⁷ Astri Ayu Purwati and others, 'Locus of Control Analysis in Improving Satisfaction and Performance of Sharia Bank's Employee', *International Journal of Social Science and Business*, 7.3 (2023).

³⁸ Jemima Pierre, 'The Racial Vernaculars of Development: A View from West Africa', *American Anthropologist*, 122.1 (2020), pp. 86–98, doi:10.1111/aman.13352.

³⁹ Purwati and others.

⁴⁰ Darmilisani.

satisfaction⁴¹. This researcher examined external LOC on job satisfaction at PT. Nasmoco, which operates in the automotive sector. This study contributes evidence that external LOC has no impact on job satisfaction at PT. Nasmoco, which operates in the automotive sector.

Influence of Organizational Climate on Job Satisfaction

Data in Table 2 shows a significant and positive influence of organizational climate on job satisfaction. This means that a positive organizational climate can increase employee job satisfaction. Therefore, if PT. Nasmoco succeeds in creating a supportive and constructive work environment, it can increase employee job satisfaction. Organizational climate in this context refers to a positive, inclusive, and supportive work environment having a strong influence on employee satisfaction and well-being at PT. Nasmoco. Thus, PT. Nasmoco needs to improve and maintain the organizational climate as it significantly impacts employee job satisfaction.

According to Saputra (2022), the role of organizational climate is crucial and can significantly influence employee job satisfaction. In this regard, meeting employees' needs can lead to job satisfaction⁴². Therefore, the better the organizational climate, the higher the job satisfaction. The technique used to determine the organizational climate is through employee engagement surveys, which are the most effective strategy to understand the organizational climate and improve the employee experience. By collecting valuable feedback from employees on various issues in the workplace, PT. Nasmoco is expected to make necessary adjustments and enhance employee satisfaction⁴³.

This research is consistent with Azdanal, Zamzam, & Rostiati (2021) on organizational climate and job satisfaction at PT BNI (Persero) Tbk KCU Palembang⁴⁴, Adrian & Arianto (2022) at PT. Hypermart Bengkulu⁴⁵, Jatmiko et al. (2023) at PT Telkom Akses Wilayah Telkom Surabaya Utara⁴⁶, I. M. Muliana et al. (2020) at the Payangan District Office, with the finding that organizational climate has a positive and

⁴¹ Nainggolan, Kojo, and Sendow.

⁴² Anggi Firmanjaya Saputra, 'Iklim Organisasi Dan Urgensinya Terhadap Knowledge Sharing', *Jurnal Family Education*, 2.4 (2022), pp. 312–18.

⁴³ Auriatika Auriatika and Mirwan Surya Perdana, 'The Effect of Work Environment, Workload, and Compensation on Job Satisfaction of Nasmoco Youth Car Benkel Employees', *Management Analysis Journal*, 12.3 (2023), pp. 322–31.

⁴⁴ M Ramadhoni Azdanal, Fakhry Zamzam, and Neny Rostiati, 'Pengaruh Work Life Balance Iklim Organisasi Dan Reward Masa Pandemi Terhadap Kepuasan Kerja', *Integritas Jurnal Manajemen Profesional (IJMPRO)*, 2.2 (2021), pp. 235–48.

⁴⁵ Dhito Adrian and Tezar Arianto, 'Pengaruh Motivasi Kerja, Iklim Organisasi, Dan Kepemimpinan Terhadap Kepuasan Kerja Karyawan Pada PT Hypermart Bengkulu', *EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis*, 10.1 (2022), pp. 167–79.

⁴⁶ Jatmiko and Aribowo.

significant impact on job satisfaction⁴⁷. This result contradicts Aryanto et al., (2019) on organizational climate and job satisfaction at the Cipta Sejahtera Cooperative Group⁴⁸, which states that there is a negative and insignificant influence of organizational climate on job satisfaction. This study contributes to evidence on the impact of organizational climate on job satisfaction at PT. Nasmoco, which operates in the automotive sector.

CONCLUSION

The conclusion of this study reveals a model that combines workload, locus of control, and organizational climate in influencing employee job satisfaction. Based on the research results, it can be concluded that the first hypothesis is accepted, indicating that workload has a significant impact on job satisfaction. Additionally, locus of control is divided into internal and external, where the second hypothesis is accepted, meaning internal LOC has a significant impact on job satisfaction, while the third hypothesis is rejected, indicating external LOC does not have a significant impact on job satisfaction. The fourth hypothesis is accepted, showing that organizational climate also has a significant impact on job satisfaction. This study has limitations as it only involved 75 employees of PT. Nasmoco Purwokerto and expanded the research object, thus different results may be obtained. Suggestions for further research include incorporating other variables to measure employee job satisfaction and using different approaches.

REFERENCES

- Adrian, Dhito, and Tezar Arianto, 'Pengaruh Motivasi Kerja, Iklim Organisasi, Dan Kepemimpinan Terhadap Kepuasan Kerja Karyawan Pada PT Hypermart Bengkulu', *EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis*, 10.1 (2022), pp. 167–79
- Amalini, Henis Fiqih, Mochammad Al Musadieg, and Tri Wulida Afrianty, 'Pengaruh Locus of Control Terhadap Kepuasan Kerja Dan Kinerja (Studi Pada Karyawan Perusahaan Daerah Air Minum (PDAM) Kota Malang)', *Jurnal Administrasi Bisnis*, 35.1 (2016)
- Anandita, Septian Ragil, Zulfatul Choiriyah, and Wisnu Mahendri, 'Pengaruh Iklim Organisasi Dan Komunikasi Terhadap Kepuasan Kerja (Studi Pada SMK Kreatif Hasbullah Bahrul Ulum)', *Jurnal Inovasi Penelitian*, 2.3 (2021), pp. 899–908
- Andriyani, Putu Diah, and I Gusti Ayu Manuati Dewi, 'Pengaruh Iklim Organisasi, Motivasi Kerja, Dan Stres Kerja Terhadap Kepuasan Kerja Karyawan', *E-Jurnal Manajemen Universitas Udayana*, 9.10 (2020), pp. 3463–85, doi:10.24843/ejmunud.2020.v09.i10.p03
- Anita, Lella, and Northa Idaman, 'PENGARUH INTERNAL LOCUS OF CONTROL TERHADAP KINERJA KARYAWAN DENGAN KEPUASAN KERJA SEBAGAI VARIABEL PEMEDIASI', *Jurnal Manajemen Mandiri Saburai (JMMS)*, 4.4 (2020), pp. 1–10

⁴⁷ Muliana, Sujana, and Novarini.

⁴⁸ Aryanto, Astuti, and Kumadji.

- Aryanto, Rakhmadi Widyo, Endang Siti Astuti, and Srikandi Kumadji, 'Pengaruh Budaya Organisasi Terhadap Iklim Organisasi Dan Kepuasan Kerja (Kajian Pada Karyawan Koperasi Grup Cipta Sejahtera)', *Profit: Jurnal Adminsitrasi Bisnis*, 13.2 (2019), pp. 24–29
- Auriantika, Auriantika, and Mirwan Surya Perdhana, 'The Effect of Work Environment, Workload, and Compensation on Job Satisfaction of Nasmoco Youth Car Benkel Employees', *Management Analysis Journal*, 12.3 (2023), pp. 322–31
- Azdanal, M Ramadhoni, Fakhry Zamzam, and Neny Rostiati, 'Pengaruh Work Life Balance Iklim Organisasi Dan Reward Masa Pandemi Terhadap Kepuasan Kerja', *Integritas Jurnal Manajemen Profesional (IJMPRO)*, 2.2 (2021), pp. 235–48
- Bagis, Fatmah, Wiwiek Rabiatal Adawiyah, and Achmad Sudjadi, 'Employee's Spiritual Well-Being: Diminishing the Negative Fibs of Job Stress, Ego Depletion and Cyberloafing', *Revista de Gestão Social e Ambiental*, 18.6 (2024), pp. e05686–e05686
- Bagis, Fatmah, Iqbal Arraniri, and Akhmad Darmawan, 'Predictors of Reducing Workplace Deviant Behavior Among Employees of Islamic Educational Institutions', *International Journal of Religion*, 5.7 (2024), pp. 475–89
- Bahri, Syaiful, Lailan Musfiroh Hasibuan, and Sjahril Effendy Pasaribu, 'Pengaruh Komunikasi Dan Beban Kerja Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Pegawai Pada Kantor Dewan Perwakilan Rakyat Daerah Provinsi Sumatera Utara', *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 5.1 (2022), pp. 229–44
- Bowling, Nathan A, and Cristina Kirkendall, 'Workload: A Review of Causes, Consequences, and Potential Interventions', *Contemporary Occupational Health Psychology: Global Perspectives on Research and Practice, Volume 2*, 2 (2012), pp. 221–38
- Cahyani, Ami Shiva, Sri Suwarsi, and Allya Roosallyn Assyofa, 'Pengaruh Beban Kerja Dan Kompensasi Terhadap Kepuasan Kerja Karyawan Pada PT Mitra Lestari Sejati Bandung', *Prosiding Manajemen*, 6.1 (2020), pp. 624–29
- Chiat, Low Chun, and Siti Aisyah Panatik, 'Perceptions of Employee Turnover Intention by Herzberg's Motivation-Hygiene Theory: A Systematic Literature Review', *Journal of Research in Psychology*, 1.2 (2019), pp. 10–15
- Darmilisani, Darmilisani, 'Pengaruh Locus Of Control Internal Dan Locus Of Control Eksternal Terhadap Kepuasan Kerja Pada Kantor Direksi Pt Socfin Indonesia Medan', *Jumant*, 13.1 (2021), pp. 1–14
- Denison, Dan, 'Corporate Culture and Organizational', *New York: Wiley. Dike, P.(2013). The Impact of Workplace Diversity on Organizations. Dobbin, F., & Jung, J.(2010). Corporate Board Gender Diversity and Stock Performance: The Competence Gap or Institutional Investor Bias. NCL Rev*, 89 (1990), p. 809
- Diansyah, Diansyah, 'Pengaruh Kepemimpinan Transformasional Dan Kompensasi Terhadap Kepuasan Kerja Melalui Komitmen Organisasi', *Media Ekonomi Dan*

Manajemen, 33.1 (2018)

- Ekowati, Vivin Maharani, Achmad Sani Supriyanto, Yuli Dwi Fatmawati, and Zaim Mukaffi, 'An Empirical Effect of Workloads on Employee Satisfaction: Mediating by Work Environment', *Journal of Southwest Jiaotong University*, 56.1 (2021)
- Handayani, Happy Nur Fitri, 'Effect Of Workload And Work Environment On Work Motivation And Its Implications On Employee Performance At PT Ciptajaya Sejahtera Abadi', *Dinasti International Journal of Education Management And Social Science*, 3.4 (2022), pp. 502–15
- Haryono, Siswoyo, 'METODE SEM Untuk Penelitian Manajemen Dengan AMOS LISREL PLS, Luxima Metro Media', *Jakarta: PT. Intermedia Personalia Utama*, 2017
- Hasanah, Uswatun, and Fatmah Bagis, 'Causes of High Turnover Intention: Due to Work Family Conflict and Work Environment Factors', *Revista de Gestão Social e Ambiental*, 18.1 (2024), pp. e06429–e06429
- Hasyim, Wachid, 'Pengaruh Beban Kerja Dan Kompensasi Terhadap Kepuasan Kerja Karyawan PT. Yaskawa Electric Indonesia', *EKOMABIS: Jurnal Ekonomi Manajemen Bisnis*, 1.02 (2020), pp. 185–92
- Hertanti, Reni Aprinia, and Dwi Yuwono Puji Sugiharto, 'Hubungan Kohesivitas Keluarga Dan Internal Locus of Control Terhadap Kematangan Karir Siswa Sekolah Menengah Kejuruan', *Bulletin of Counseling and Psychotherapy*, 4.1 (2022), pp. 217–25
- Jatmiko, Tri, and Handy Aribowo, 'PENGARUH IKLIM ORGANISASI TERHADAP KEPUASAN KERJA YANG BERPANGKAP PADA LOYALITAS KARYAWAN PT TELKOM AKSES WILAYAH TELKOM SURABAYA UTARA', *JURNAL EKSEKUTIF*, 20.01 (2023), pp. 133–48
- Jermittiparsert, Kittisak, Pattanant Petchchedchoo, Siridech Kumsuprom, and Panarat Panmanee, 'The Impact of the Workload on the Job Satisfaction: Does the Job Stress Matter?', *Academy of Strategic Management Journal*, 20 (2021), pp. 1–13
- Johnson, Jeffrey V, 'Collective Control: Strategies for Survival in the Workplace', in *The Psychosocial Work Environment* (Routledge, 2020), pp. 121–32
- Judge, Timothy A, Shuxia Carrie Zhang, and David R Glerum, 'Job Satisfaction', *Essentials of Job Attitudes and Other Workplace Psychological Constructs*, 2020, pp. 207–41
- Jufrizen, Jufrizen, and Afni Sasqia Putri Lubis, 'Pengaruh Kepemimpinan Transformasional Dan Kepemimpinan Transaksional Terhadap Kinerja Pegawai Dengan Locus of Control Sebagai Variabel Moderating', *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3.1 (2020), pp. 41–59
- Khairunnisa, Tri Kurniati, Gatot Nazir Ahmad, and Etty Gurendawati, 'Pengaruh Religiusitas, Preferensi Risiko, Dan Locus of Control Terhadap Perilaku Keuangan

- Dan Dampaknya Terhadap Personal Financial Distress Pada Pekerja Muda Di DKI Jakarta', *JRMSI-Jurnal Riset Manajemen Sains Indonesia*, 11.2 (2020), pp. 381–403
- Kirana, Kusuma Chandra, Ambar Lukitaningsih, and Dorce Marchiliya Londin, 'Analysis of the Impact of Workload and Work Stress on Job Satisfaction with Motivation as Intervening Variable', *Jurnal Aplikasi Manajemen*, 19.4 (2021), pp. 791–803
- Linggar, 'Cara Melakukan Analisis Beban Kerja Dan Manfaatnya', 2023 <<https://employers.glints.com/id-id/blog/analisis-beban-kerja/>> [accessed 15 April 2024]
- Mallo, Chandra K H, Irvan Trang, and Regina T Saerang, 'Pengaruh Internal Locus of Control Dan External Locus of Control Terhadap Kepuasan Kerja Pegawai Kantor Kecamatan Sario', *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 10.1 (2022), pp. 91–100
- Muliana, I Made, I Wayan Sujana, and Ni Nyoman Ari Novarini, 'Pengaruh Iklim Organisasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Pegawai Kantor Di Camat Payangan', *Values*, 1.4 (2020)
- Muliana, Siti, 'Pengaruh Motivasi Dan Beban Kerja Terhadap Kepuasan Kerja Pegawai Pada PT BPD KALTIM KALTARA Cabang Utama Di Samarinda', *Jurnal Administrasi Bisnis Fisipol Unmul*, 8.4 (2020), p. 309
- Nainggolan, Mian Admiral, Christoffel Kojo, and Greis Sendow, 'Analisis Pengaruh Internal Locus of Control Dan External Locus of Control Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Kinerja Tenaga Kependidikan Di Fakultas Ekonomi Dan Bisnis Universitas Sam Ratulangi', *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 6.4 (2018)
- Pahlawan, Alfi, and Onsardi Onsardi, 'Pengaruh Motivasi Kerja, Iklim Organisasi Dan Kepemimpinan Terhadap Kepuasan Kerja Karyawan Marketing Pada Pt. Agung Toyota Bengkulu', *Jurnal Manajemen Modal Insani Dan Bisnis (JMMIB)*, 1.2 (2020), pp. 153–63
- Paijan, Paijan, and Anugrah Hutami Putri, 'Pengaruh Beban Kerja Dan Kompensasi Terhadap Kepuasan Kerja Karyawan (Studi Kasus Pada Kantor PT. Tri Poda Parama)', *Jurnal Ilmiah Manajemen Dan Bisnis*, 5.3 (2019), pp. 152–65
- Parulian, Sahat, and Ahmad Hidayat Sutawijaya, 'Effect of Work Environment and Motivation on Workload and Its Implications on Employee Performance PT. PLN (Persero) UP3 Kebon Jeruk', *Dinasti International Journal of Digital Business Management*, 1.2 (2020), pp. 165–79
- Pierre, Jemima, 'The Racial Vernaculars of Development: A View from West Africa', *American Anthropologist*, 122.1 (2020), pp. 86–98, doi:10.1111/aman.13352
- Purwati, Astri Ayu, Silvia Sari Sitompul, Wella Sandria, Tri Purnama Sari, and Muhammad Luthfi Hamzah, 'Locus of Control Analysis in Improving Satisfaction and Performance of Sharia Bank's Employee', *International Journal of Social*

Science and Business, 7.3 (2023)

- Robbins, Stephen P, and Timothy A Judge, *Essentials of Organizational Behavior* (Pearson, 2018)
- Roşca, Andra Cătălina, Alexandru Mateizer, Cristina-Ioana Dan, and Evangelia Demerouti, 'Job Demands and Exhaustion in Firefighters: The Moderating Role of Work Meaning. A Cross-Sectional Study', *International Journal of Environmental Research and Public Health*, 18.18 (2021)
- Saputra, Anggi Firmanjaya, 'Iklim Organisasi Dan Urgensinya Terhadap Knowledge Sharing', *Jurnal Family Education*, 2.4 (2022), pp. 312–18
- Sari, Sarah Puspita, and Wachid Hasyim, 'Pengaruh Work Life Balance, Gaya Kepemimpinan Dan Beban Kerja Terhadap Kepuasan Kerja Karyawan PT. Manufaktur Cikarang', *IKRAITH-EKONOMIKA*, 5.3 (2022), pp. 161–67
- Setiawan, Indra Chandra, 'Quantitative Analysis of Automobile Sector in Indonesian Automotive Roadmap for Achieving National Oil and CO2 Emission Reduction Targets by 2030', *Energy Policy*, 150 (2021), p. 112135
- Talo, Sarlina Ludji, Tarsusius Timuneno, and Ni Putu Nursiani, 'Pengaruh Beban Kerja Terhadap Kepuasan Kerja Karyawan Pada PT. Pos Indonesia (Persero) Cabang Kupang', *GLORY Jurnal Ekonomi Dan Ilmu Sosial*, 1.2 (2020), pp. 73–91
- Wijayanti, Wiwik, and M Budiani, 'Hubungan Antara Iklim Organisasi Dan Sistem Penghargaan Dengan Work Engagement Pada Karyawan PT X', *Character: Jurnal Penelitian Psikologi Karyawan*, 8.4 (2021), pp. 1–12