



## Viewing Salary And Workload As An Influence On Job Satisfaction Of PT. JNE Express Ambon Branch Nugraha Ekakurir Route Employees

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**Abstract.** *This study aims to investigate the effect of salary and workload on employee job satisfaction at JNE. This study used a sample of 35 employees determined through the Simple Random Sampling technique and based on the Slovin formula, and applied validity, reliability, and classical assumption tests to ensure the validity of the data. Multiple regression analysis is a statistical test conducted to determine the extent of the influence of independent variables on the dependent variables studied. Data calculations and influences use SPSS as a data analysis tool. The results of the study indicate that salary has a positive and significant effect on job satisfaction, and workload also has a positive and significant effect on job satisfaction.*

**Keywords:** *Salary, Workload, Job Satisfaction, Management, Human Resource Management*

### 1. BACKGROUND

In the business world, human resources are the main pillar that supports the development and success of an organization. The quality and professional abilities of employees not only contribute to work efficiency but also become a determining factor in the company's competitiveness. The role of humans as planners, actors, and goal-setters of the organization is very vital, especially in fast-moving and challenging sectors such as logistics companies.

Logistics companies, such as JNE, have a crucial role in supporting the flow of goods distribution. They provide transportation services that ensure goods get safely from the pick-up point to the hands of consumers. With the rapid growth of online businesses in Indonesia, the demand for goods delivery services has increased significantly. This makes the role of couriers increasingly important to speed up and facilitate the delivery of goods.

PT. JNE Express is one example of a logistics company that has shown success in this industry. Established in 1990, JNE Express serves deliveries and has a wide network for deliveries throughout Indonesia. This company is known for its competitive rates and guarantees of package security that satisfy customers throughout Indonesia. However, behind this success, there are significant challenges related to employee welfare, especially couriers.

Through interviews conducted, it was found that salary is one of the main issues, especially at the PT. JNE Express Ambon Branch Nugraha Ekakurir route. The lowest salary at PT. JNE is received by couriers at around Rp. 2,500,000 per month, and the highest salary

is received by the Main Branch Head at Rp. 5,000,000 per month. This difference creates dissatisfaction among couriers and workers who feel that the workload they bear is not commensurate with the compensation received.

Another challenge is the increasing workload. With the increasing volume of goods delivered, PT. JNE Express employees need to work 8 and a half hours per day or can work more than that because there is work and the couriers have to deliver more goods every day. The long distance from the warehouse in Latta village to the city center also adds to their physical and mental burden. For couriers, they have to travel back and forth to pick up goods and make deliveries and face additional responsibilities such as depositing undelivered goods and COD transaction money. In some cases, couriers also have to bear losses if goods are lost, which is usually caused by deductions from their salaries.

Fatigue due to increased workload and dissatisfaction with salary can affect employee job satisfaction overall. This study aims to explore the impact of salary and workload on employee job satisfaction at PT. JNE Express.

## **2. THEORETICAL STUDY**

### **Salary**

Salary is an important component in human resource management that affects employee job satisfaction, motivation, and performance. (Winarni & Utomo, 2013) quoted Simamora as saying that salary is defined as a type of financial compensation received by employees in return for their contributions to the organization. In Mangkunegara's opinion (Winarni & Utomo, 2013), salary is a monetary income given to employees in return for the services they provide, generally given monthly.

(Rivai, 2004) stated in his work entitled "Human Resource Management for Companies" that salary is a form of financial compensation for employees for their future. Wages are not only needed as a substitute for money but also as a kind of motivation to attract talent. Rivai emphasized the importance of a salary structure that is in accordance with industry standards and the company's financial capabilities to maintain employee satisfaction and motivation.

According to (Siagian, 2016), the indicators that can be used to measure salary are: a) internal justice; b) external justice; c) a decent standard of living; d) being able to meet needs; and e) creating a sense of enthusiasm for work.

## **Workload**

In a study by (Apriyani et al., 2023), Koesomowidjojo explained that workload is defined as the amount of time required by employees to complete a task within a certain period. On the other hand, Sunyoto, as described in a study by (Octavianti & Hamni, 2022), sees workload as a result of excessive activity, which can cause stress and tension in the work process.

Workload is influenced by various factors that are directly related to an individual's work capacity. According to Tarwaka in a study by (Ohorela, 2021), there are three main factors that determine workload, namely task demands, effort expended, and expected performance levels.

1. **Task Demands:** An analysis of the tasks carried out by workers can provide guidance in determining workload. However, it is important to pay attention to individual differences, as each person may face different challenges.
2. **Effort or Energy:** The effort expended in completing work is often used as an indicator of workload. However, when task demands increase, it is not always easy for individuals to adjust the level of effort directly.
3. **Performance:** Workload is usually related to expected performance. The level of fit between individual abilities and job demands can affect the perceived workload. However, measuring performance alone does not provide a comprehensive picture of workload.

According to Koesomowidjojo, as described in research by (Septian & Puspitasari, 2023), the main indicators for assessing workload include: a) working conditions; b) use of time; and c) targets to be achieved.

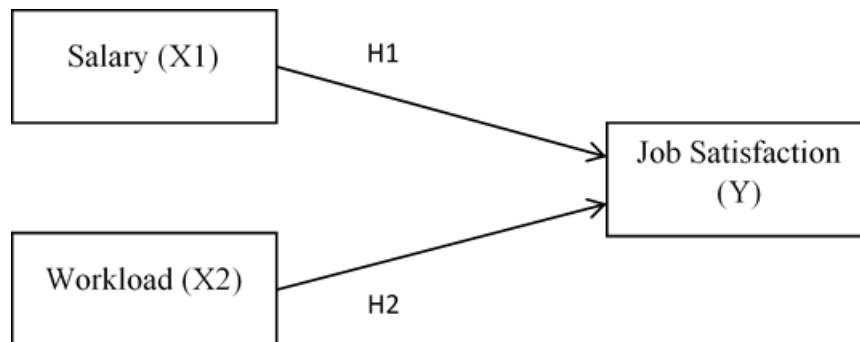
## **Job Satisfaction**

According to Wexley and Yuki, as quoted in Suwanto and Doni (2011:263), job satisfaction refers to the feelings a person has towards their job, which are determined by the evaluation of various aspects of the job. This attitude towards work reflects pleasant or unpleasant experiences and hopes for the future. On the other hand, Robbins and Judge (2013:79) define job satisfaction as a positive feeling that arises from the evaluation of the characteristics of the job that a person has. According to Luthans in (Musahidin & Suhartini, 2016), there are five factors that influence job satisfaction, namely, satisfaction with the job itself, salary or wages, promotion, superiors, and coworkers.

According to (Hasibuan, 2018), indicators of job satisfaction are: a) enjoying their job; b) loving their job; c) positive work morale; d) work discipline; and e) work performance.

### 3. RESEARCH METHODS

In this study, the main approach used is the quantitative method. This method was chosen because it is effective in collecting, presenting, and analyzing data objectively to provide a clear understanding of the phenomenon being studied. This study focuses on employees of the PT. JNE Express Ambon Branch Nugraha Ekakurir route, totaling 39 people. From this population, 35 people were selected as samples using the simple random sampling technique. The number of samples was determined using the Slovin formula to ensure data representativeness. Data were collected through questionnaires, and measurements were made using a Likert scale to assess various aspects. This study explores two main variables: independent variables, namely salary and workload, and dependent variables, namely job satisfaction. To analyze the data, this study conducted a series of tests, including validity tests, reliability tests, classical assumption tests, and multiple regression tests, using SPSS analysis software.



**Figure 1. Framework of Thought**

The hypothesis in this study is based on the research framework model that has been prepared previously. Several hypotheses formulated in this study include:

H1: Salary has a positive and significant effect on job satisfaction.

H2: Workload has a negative and significant effect on job satisfaction.

### 4. RESULTS AND DISCUSSION

#### Validity test

Validity testing aims to evaluate the extent to which the measuring instrument or instrument used can accurately and consistently measure the intended concept or variable. To determine the validity of a statement item, the r-count value of the item must be higher than

the r-table value that corresponds to the established level of significance. The r-table value that is a requirement for the validity of this study is 0.333.

**Table 1. Validity Test**

Variable	Item Statement	R-Count	R-Table	Significance	Information
Salary	Sly.1	,809	0,333	0,000	Valid
	Sly.2	,873			
	Sly.3	,897			
	Sly.4	,864			
	Sly.5	,889			
	Sly.6	,804			
	Sly.7	,894			
	Sly.8	,894			
	Sly.9	,863			
	Sly.10	,832			
Workload	Wkl.1	,932	0,333	0,000	Valid
	Wkl.2	,971			
	Wkl.3	,903			
	Wkl.4	,751			
	Wkl.5	,895			
Job Satisfaction	Jsn.1	,725	0,333	0,000	Valid
	Jsn.2	,807			
	Jsn.3	,862			
	Jsn.4	,930			
	Jsn.5	,904			
	Jsn.6	,834			
	Jsn.7	,871			
	Jsn.8	,750			

Source : Felix (2024)

The results of the validity test of the variables presented in Table 1 indicate that the measurement instruments applied in this study demonstrate adequate reliability and accuracy in assessing the intended concepts. Based on the r-count value of the validity obtained for the salary, workload, and job satisfaction variables, it can be concluded that the statement items in these variables effectively reflect the aspects to be measured.

### Reliability Test

A reliability test is a statistical test used to assess the level of reliability or consistency of a measurement instrument or questionnaire in evaluating the variables involved. Reliability describes the extent to which the results obtained from the measuring instrument or instrument are stable and consistent. If the Cronbach's alpha value for a measurement instrument exceeds the threshold of 0.60, this indicates that the instrument is reliable and shows good consistency. Conversely, a value below the threshold indicates that the instrument may be inconsistent or needs improvement.

**Table 2. Reliability Test**

Variable	Cronbach's Alpha	Information
Salary (X1)	0,961	Reliable
Workload (X2)	0,936	Reliable
Job Satisfaction (Y)	0,936	Reliable

Source : Felix (2024)

Based on the reliability test in Table 2, it is shown that the measurement instrument used in this study is proven to be consistent and reliable. The Cronbach's alpha value for each variable studied, namely salary (0.961), workload (0.936), and job satisfaction (0.936), all exceed the threshold of 0.60, indicating that this instrument has a very good level of consistency.

### Classic Assumption Test

#### a. Normality test

The normality test aims to assess the extent to which the data distribution follows a normal distribution pattern in statistical analysis. One of the key aspects in this test is the Asymp Sig (2-tailed) value of the Kolmogorov-Smirnov Test. To ensure that the data meets the requirements of a normal distribution, the Asymp Sig (2-tailed) value must be greater than the significance threshold of 0.05. In other words, if the value exceeds 0.05, then it can be said that the data has followed a normal distribution pattern well.

**Table 3. Normality Test**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.42466165
Most Extreme Differences	Absolute	.091
	Positive	.091
	Negative	-.088
Test Statistic		.091
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Source : Felix (2024)

Based on Table 3, the Kolmogorov-Smirnov test shows a significance value of Asymp. Sig. (2-tailed) of 0.200. The value that passes the significance threshold of 0.05, this can be interpreted that the independent variable data in the equation in this study is normally distributed.

### Multicollinearity Test

The multicollinearity test aims to ensure that the independent variables in the regression model are not strongly related to each other, which can make it difficult to determine the effect of each independent variable on the dependent variable. In this study, no multicollinearity problems were found as long as the VIF (variance inflation factor) value for the independent variables remained below the threshold of 10 and the tolerance value of each variable exceeded 0.1. If these two conditions are met, then it can be ascertained that the regression model is free from multicollinearity.

**Table 4. Multicollinearity Test**

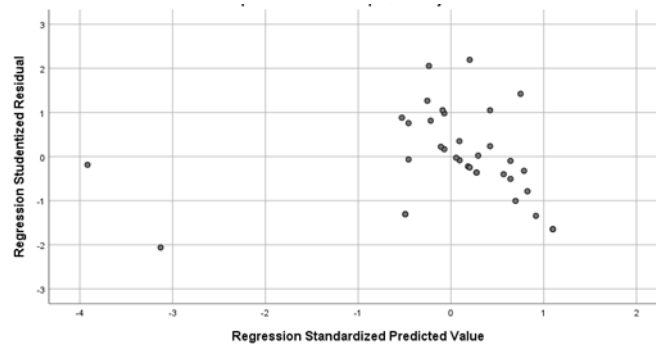
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Salary	.468	2.137
	Workload	.468	2.137

Source : Felix (2024)

From Table 4 which discusses the multicollinearity test above, the workload and motivation variables studied show a VIF value of 2.137, which is below the threshold of 10, and a tolerance value of 0.468, which exceeds the threshold of 0.10. These results provide a positive picture, indicating that the workload and motivation variables do not experience multicollinearity.

### Heteroscedasticity Test

The heteroscedasticity test aims to determine whether the variation in the regression model error is consistent or shows an irregular pattern. In this study, the heteroscedasticity test is considered successful if no particular pattern is found in the residual distribution and the residual variance remains uniform without any systematic fluctuations when plotted in a residual diagram (scatterplot). This means that if the residuals are randomly distributed and do not show a clear pattern, then the regression model does not experience heteroscedasticity problems.



**Figure 2. Scatterplot graph**

Based on the graph analysis above, it appears that heteroscedasticity is not a problem because the residual data is randomly distributed and does not form a particular pattern on the graph. This shows that the residual variance tends to be consistent across the range of values, indicating that the regression model does not experience heteroscedasticity problems.

## Hypothesis test

### 1. F Test (Simultaneous Test)

The f-statistical test is used to assess whether the independent variables collectively have a significant effect on the dependent variable. If the calculated f-value is higher than the F-table value and the significance value is 0.05 or less, then this indicates that the independent variables as a whole make a significant contribution to the dependent variable.

**Table 5. F Test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	468.400	2	234.200	37.493	.000 <sup>b</sup>
	Residual	199.885	32	6.246		
	Total	668.286	34			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Workload, Salary						

Source: Felix, 2024

The results of the f test show that the f-count value of the independent variable against the dependent variable is 37.493, and the significance value is 0.000. This f-count value substantially exceeds the expected f-table value, which is 3.28. In addition, the significance value is far below 0.05, indicating that the salary and workload variables simultaneously have a significant effect on job satisfaction.

### 2. T Test (Partial Test)

The t test is a research hypothesis test that looks at the magnitude of the t-count value compared to the t-table value and the magnitude of the significance value to determine the relative contribution of each independent variable to the dependent variable. A research result



can be said to have a significant effect if the t-count value of the independent variable from the t-test results exceeds the t-table and the significance value is less than 0.05. The t-count value describes the magnitude of the effect given, while the significance value shows how significant the influence is in the context of the study.

**Table 6. T Test**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.058	2.918		2.419	.021		
	Salary	.339	.093	.517	3.660	.001	.468	2.137
	Workload	.476	.177	.381	2.698	.011	.468	2.137

a. Dependent Variable: Job Satisfaction

Source: Felix, 2024

The results of the t-test show that the salary variable has a t-count value of 3.660 with a significance level of 0.001. This indicates that salary has a positive and significant effect on job satisfaction. This statement is supported by the fulfillment of a t-count value that is higher than the t-table (2.036) and a significance value below 0.05, which supports the acceptance of the first hypothesis. Meanwhile, the workload variable shows results that also support the second hypothesis. The t-count value of 2.698 with a significance level of 0.011 indicates that workload has a positive effect on job satisfaction.

**3. Multiple Linear Regression Test**

Referring to the results of the independent variable test on the dependent variable conducted, the multiple regression equation that can be formulated in this study is as follows:

$$Y = 7,058 + 0,339X_1 + 0,476X_2$$

The constant in the job satisfaction model is recorded at 7.058, which means that job satisfaction will be at a value of 7.058 if salary and workload do not change. For the salary variable (X1), a value of 0.339 indicates that every one-unit increase in salary will cause an increase in job satisfaction of 0.339. On the other hand, the workload variable (X2) with a value of 0.476 indicates that every additional one-unit increase in workload will increase job satisfaction by 0.476.

**5. DISCUSSION**

**1.Salary On Job Satisfaction**

This study shows that an increase in employee salary variables is directly proportional to an increase in the job satisfaction variables they feel. These results strengthen the initial hypothesis, which states that salary has a positive and significant impact on job satisfaction. In

the statistical analysis, the significance value for the salary variable was recorded at 0.001, below 0.05, and the t-count value reached 3.660, which exceeded the t-table value of 2.036. This confirms that salary has a significant impact on the level of employee job satisfaction.

Salary functions as financial compensation that reflects appreciation for employee contributions to the company. When salary is considered appropriate and fair for the work done, employees feel more appreciated and recognized, which directly contributes to increasing their job satisfaction. This study confirms that salary plays a crucial role in increasing job satisfaction and cannot be ignored in the context of evaluating job satisfaction.

These findings are consistent with previous studies, such as those conducted by (Napitupulu, 2022) and (Dianto et al., 2023), which also showed that salary has a significant positive effect on job satisfaction.

## **2. Workload on Job Satisfaction**

Based on the results of the T-Test analysis, it was found that the workload variable has a positive effect on employee job satisfaction. This finding indicates that the higher the workload faced by employees, the higher their level of job satisfaction. This is contrary to the initial hypothesis, which expects that workload will have a negative impact on job satisfaction. In this study, the significance value for the workload variable was recorded at 0.011, with a t-count value of 2.698, which exceeds the t-table value of 2.036.

This unexpected result indicates that a high workload does not always contribute to decreased job satisfaction. On the contrary, challenging workloads often provide opportunities for employees to develop and demonstrate their abilities. When employees are faced with complex tasks that require extra effort, they feel more involved and motivated. Challenging workloads can increase a sense of achievement and job satisfaction because employees feel that their efforts are appreciated and they are able to complete challenges well.

This finding is in line with previous studies conducted by (Muhammad Jasmin et al., 2023) and (Astuti et al., 2022), which also identified that workload can have a significant positive effect on job satisfaction. This study confirms that the workload factor, when faced with constructive challenges, can increase employee job satisfaction.

## 6. CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

From the research conducted, the results of the study provided two conclusions, namely:

1. The relationship between salary and job satisfaction is very close and interrelated. Salary has been shown to have a significant positive effect on employee job satisfaction, where every increase in salary tends to encourage an increase in the level of job satisfaction felt. Conversely, a decrease in salary will have a negative impact on job satisfaction.
2. In the work environment, workload does not always have a negative impact on job satisfaction; in fact, in some situations, a high workload can increase job satisfaction. This is because a challenging workload can provide opportunities for employees to demonstrate their skills and achieve achievements, which in turn can increase a sense of achievement and satisfaction.

### Recommendations

1. For companies, job satisfaction is something that deserves more attention, especially JNE which is a company that has dense work activities and is engaged in the service sector and deals directly with consumers. Job satisfaction related to salary and workload really needs to be maintained properly.
2. For further researchers, related to job satisfaction, there are variables that can be seen as parts that influence job satisfaction, such as bonuses and work environment.

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