

The Influence of Motivation and Workload on Job Satisfaction as Customer Service at PT Telkom Witel North Surabaya

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Abstract. PT Telekomunikasi Indonesia (PT Telkom) will carry out an organizational transformation known as the Five Bold Moves. The purpose of this research is to analyze the effect between employee motivation and workload on customer service satisfaction at PT Telkom Witel North Surabaya. This study employs a quantitative research strategy of the explanatory kind. Multiple linear regression analysis is used in this research. According to the findings, intrinsic motivation significantly affects occupational fulfillment. In other words, employee happiness rises in tandem with the quality of the company's incentives. Workload also affects morale in the workplace. So, the more responsibility an employee is given, the happier they will be in their employment. Then, both intrinsic motivation and a heavy workload boost happiness on the job. That is to say, job satisfaction increases with both intrinsic desire and a reasonable amount of effort. Given the significance of the study's independent variables in explaining workers' levels of contentment on the job. The findings presented in this research will serve as a springboard for further investigation into more substantive issues by researchers in the future.

Keywords: Customer service; Job satisfaction; Motivation; Workload.

Abstrak. PT Telekomunikasi Indonesia (PT Telkom) akan melaksanakan transformasi organisasi yang dikenal dengan sebutan Five Bold Moves. Tujuan penelitian ini adalah untuk menganalisis pengaruh antara motivasi dan beban kerja karyawan terhadap kepuasan layanan pelanggan di PT Telkom Witel Surabaya Utara. Penelitian ini menggunakan strategi penelitian kuantitatif jenis explanatory. Analisis regresi linier berganda digunakan sebagai metode analisisnya. Menurut temuan dalam penelitian ini, motivasi intrinsik secara signifikan memengaruhi pemenuhan pekerjaan. Dengan kata lain, kebahagiaan karyawan meningkat seiring dengan kualitas insentif perusahaan. Beban kerja juga memengaruhi moral di tempat kerja. Jadi, semakin banyak tanggung jawab yang diberikan seorang karyawan, semakin bahagia mereka dalam pekerjaannya. Selanjutnya, motivasi intrinsik dan beban kerja yang berat dapat meningkatkan kebahagiaan di tempat kerja. Artinya, kepuasan kerja meningkat dengan keinginan intrinsik dan usaha yang masuk akal. Hal itu mengingat pentingnya variabel independen

studi ini dalam menjelaskan tingkat kepuasan pekerja pada pekerjaannya. Temuan dalam penelitian ini dapat berfungsi sebagai batu loncatan untuk penyelidikan lebih lanjut ke dalam masalah yang lebih substantif oleh para peneliti di masa depan.

Kata kunci: *Beban kerja, Customer service, Motivasi Kerja, Kepuasan Kerja.*

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BACKGROUND

PT Telekomunikasi Indonesia (PT Telkom) will carry out an organizational transformation known as the Five Bold Moves. Five Bold Moves consists of 5 core activities: FMC (Fixed Mobile Convergence), INFRACO, B2B Digital IT Services, DC Co, and DIGICOS. The first stage of transformation is FMC, where Indihome products, which PT Telkom initially managed, will be taken over by PT Telkom's subsidiary, Telkomsel. So, during this first transformation, Indihome will be handled by Telkomsel (Wijaya & Kartini, 2022). Several sections will be involved regarding changes in the management of Indihome products, including Home Service, Customer Care, Payment Collection, Assurance Service Operation, Optima, and Maintenance units (Octabriyantiningtyas et al., 2019).

Starting the FMC transformation, it was determined that there would be 13 telecommunications areas that would become Pilot Projects, one of which was the North Surabaya Telecommunications Area (Witel) (Mahendra & Sanica, 2020). The Customer care unit at PT Telkom has main tasks divided into three parts: Customer Touch Point, Service Assurance, and CRM & Leveraging (Wijaya & Kartini, 2022). For Witel North Surabaya Customer Touch Points, it consists of 5 Telkom Plaza, namely Telkom Mergoyoso Plaza, Telkom Tandes Plaza, Telkom Garuda Plaza, Telkom Gresik Plaza, and Telkom Lamongan Plaza (Wijaya & Kartini, 2022). The number of touch point staff in North Surabaya witel consists of 4 Team Leaders and 32 Customer Service Representatives. Working in a Customer Service job requires good communication skills and the ability to operate tools or applications in operational activities to help provide solutions when serving customers (Wijaya & Kartini, 2022). Working must be separate from the workload received in the job position and an employee's work motivation.

Workload is a term that refers to the amount of work that an employee must do in a certain period. According to Anasi, workload is the number of tasks an employee faces (Anasi, 2020). Gregor also stated that the level of work motivation is related to workload. Meanwhile, according to Gil et al., (2022), the right workload can provide job satisfaction to employees. Customer service has a reasonably complex workload because his main task is to provide service to customers and handle customer complaints or problems (Janib et al., 2021). In addition to handling customer complaints, customer service at PT Telkom also has a target to take part in Addon sales through cross-up selling when serving customers. According to Astiti & Surya, (2020), work motivation can be seen through the need for self-actualization, which is one of the highest levels of need. This self-actualization need includes achieving personal potential, achieving life goals, and expressing oneself creatively (Aryanta et al., 2019). According to Maslow, employees

motivated to work optimally feel that their work can help them achieve personal satisfaction and develop and achieve the best part of their personality (Adiele & Abraham, 2013).

According to study done by Helln Gil et al. (2022), there is a correlation between employee job satisfaction and workload that is favorable. Complex and demanding tasks may make workers stressed out and physically and mentally exhausted, which lowers their job satisfaction. Reduced motivation, worse performance, and a higher chance of burnout may follow. According to one of the research done by Ayalew et al., (2019), there is a correlation between employee job satisfaction and work motivation. This conclusion is supported by a subsequent research by Suardhita et al. (2020), which emphasizes the tight connection between high work satisfaction and motivation based on self-actualization demands, such as a feeling of independence, competence, and engagement. Therefore, addressing and gratifying workers' core motivational needs may improve their performance, promote job happiness, and enable them to reach their full potential.

Based on the background above, this study aimed to determine the effect of workload and work motivation on job satisfaction in customer service at PT Telkom and readiness to face changes related to the transformation at PT Telkom.

THEORETICAL REVIEW

Effect of Workload on Job Satisfaction

The workload that is too heavy can have a positive impact on employee job satisfaction (Hee et al., 2020; Gil et al., 2022; Ingsih et al., 2021). When an employee feels that there is too much work to be completed in a limited time, this can cause discomfort, anxiety, and stress, reducing job satisfaction (Lee, 2020; Mansour & Sharour, 2021). Excessive workload can also affect employees' physical and mental health, such as increasing the risk of fatigue, headaches, sleep disturbances, and so on (Toropova et al., 2021). As a result, employees may feel uncomfortable and unhappy working in these conditions. Therefore, it is necessary to regulate the right workload to increase employee job satisfaction. Companies can adjust existing tasks, time, and resources so that employees can complete tasks correctly without feeling too much workload.

H1: There is a significant influence between workload on employee job satisfaction.

Effect of Work Motivation on Job Satisfaction

According to recent study, employee performance and workplace productivity are significantly influenced by job motivation (Madjida et al., 2020). According to research, motivated workers are often more enthusiastic and effective. Additionally, job satisfaction and employee absenteeism at work are both correlated with work motivation. Employees with strong work motivation often have greater levels of job satisfaction and decreased absenteeism, according to the research by Wijaya & Kartini (2022).

Additionally, studies have shown that employee loyalty to their employer may be impacted by their level of job motivation. Employees that are driven have a stronger sense of devotion to their company and have greater retention rates. According to a research by Sandrin et al., (2019), workers who are highly motivated at work are more likely to be committed to the business and want to stay there. As a result, increasing employee performance, productivity, job happiness, and loyalty to the company where they work is

crucial. Therefore, in order to fulfill their corporate objectives, businesses must foster a motivating environment and effectively encourage people.

H2: There is a significant influence between work motivation on employee job satisfaction.

Effect of Workload and Work Motivation on Job Satisfaction

Research has shown that workload and work motivation significantly influence employee job satisfaction (Aryanta et al., 2019; Ayalew et al., 2019; Hee et al., 2020; Gil et al., 2022). Krick et al., (2022) states that excessive workload can cause stress on employees and negatively affect their job satisfaction. On the other hand, Inegbedion et al., (2020) found that work motivation can moderate the effect of workload on job satisfaction, so the higher employee motivation, the lower the effect of workload on job satisfaction. The results of another study by Skaalvik & Skaalvik, (2020) also show that work motivation has a significant positive effect on employee job satisfaction.

H3: There is a significant influence between workload and motivation on employee job satisfaction.

The flow of research model design is pointed at Fig. 1.

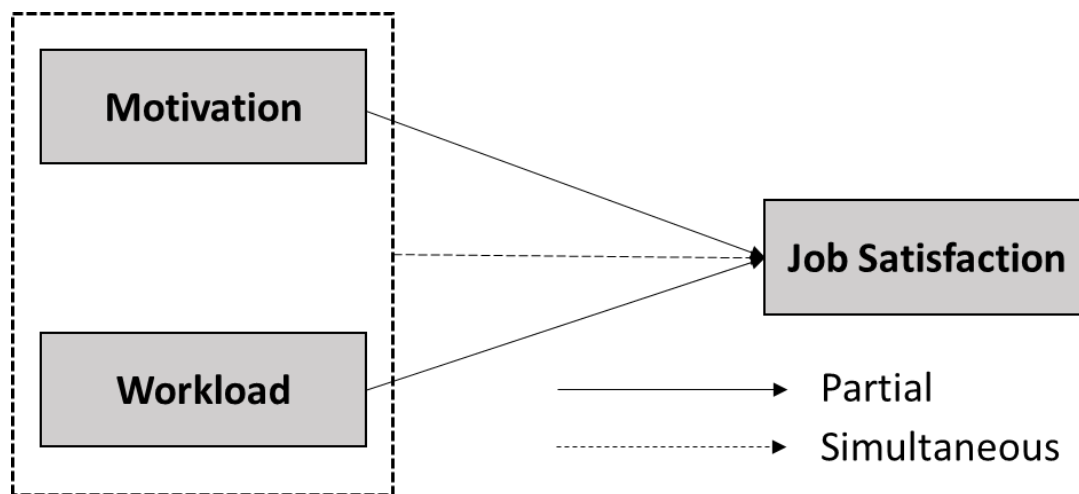


Figure 1. Research Model Design

RESEARCH METHODS

Quantitative research using a descriptive methodology was the method employed in this study (Sugiyono, 2018). Workplace motivation and workload were the study's independent factors, while job satisfaction was its dependent variable. 32 customer service representatives from the North Surabaya Region made up the study's sample of customer service officers. Therefore, there are 36 persons in all. The saturated sample technique (census), in which the complete population is sampled, was employed for sampling in this research (Sugiyono, 2018). The sample for this research is 32 since there are 32 customer service personnel at PT Telkom Witel Surabaya Utara. A Google form was used to send surveys as part of the data gathering process.

Research Instrument Test

Validity and reliability tests were conducted on the instrument test. The reliability assessment in this research was done using the Cronbach Alpha statistical test > 0.6 , whereas the validity test employed Pearson correlation analysis (Sugiyono, 2018).

Data analysis

Multiple linear regression tests were used for data analysis using the research model that is shown in equation [1].

$$Y = a + b_1X_1 + b_2X_2 + e \text{ -----[1]}$$

The information of equation [1]:

- Y = Job Satisfaction
- a = Constant
- b1 = regression coefficient of the variable X1 (workload)
- X1 = Workload
- b2 = Multiple regression coefficient of the variable X2 (work motivation)
- X2 = Work Motivation
- e = Error term.

This research also employs the traditional assumption test in the form of the Kolmogorov-Smirnov normality test, the multicollinearity test, and the heteroscedasticity test in multiple linear regression. The t and F hypotheses tests were evaluated under the following conditions after the researcher had examined the conventional assumptions and the coefficient of determination (R^2).

Table 1. Characteristics by Demographic Criteria

	Frequency	Percentage (%)
Characteristics by Gender		
Male	3	9,4%
Female	29	90,6%
Total	32	100
Characteristics by Age		
23 - 25 Years	18	56,3%
26 - 28 Years	11	34,4%
29 - 32 Years	3	9,3%
Total	32	100
Characteristics by Education		
Undergraduate	8	25,0%
Bachelor	22	68,8%
Post-graduate	2	6,2%
Total	100	100
Characteristics of Respondents Based on Length of Work		
< 3 Years	22	68,8%
3 - 5 Years	8	25%
6 - 8 Years	2	6,2%
Total	32	100

RESULTS AND DISCUSSIONS

Description of Respondent Characteristics

An overview of the characteristics of respondents based on gender, age, education, and term of employment is available from the results of the distribution of questionnaires to workers of PT Telkom Witel North Surabaya, totalling 32 respondents. Table 1 shows that there were three male respondents, with a percentage of 9.4%, and 29 female respondents, with a percentage rate of 90.6%, respectively. Based on these data, most PT Telkom Witel Surabaya Utara employees are female. This is because the company's level of trust in women is higher than in men (Rivaldo, 2021; Wang et al., 2020). However, apart from that, gender cannot be used as a reference for work ethic.

Based on Table 1, it can be seen that 18 respondents have an Age range of 23-25 years with a percentage of 56.3%. The following respondent is Aged 26–28 years, amounting to 11 respondents with a percentage of 34%. At the age of 29–32 years, it was known that there were three respondents with a percentage of 9.3%. The data above shows that PT Telkom Witel North Surabaya has employees with a majority age range of 23-25 years. This is inseparable from the experience and comfort of working. Few employees aged 29-32 years, indicating a level of experience that is inversely proportional to the number of existing employees. In contrast, PT Telkom Witel North Surabaya prioritizes employees with a golden age.

Table 2. Validity Test Results of Research Instruments

Variable	Items	r-count	Sig.	r-table	Results
Motivation (X1)	1	0.458	0.000	0.196	Credible
	2	0.734	0.000	0.196	Credible
	3	0.654	0.000	0.196	Credible
	4	0.762	0.000	0.196	Credible
	5	0.714	0.000	0.196	Credible
	6	0.602	0.000	0.196	Credible
	7	0.729	0.000	0.196	Credible
Workload (X2)	1	0.839	0.000	0.196	Credible
	2	0.829	0.000	0.196	Credible
	3	0.717	0.000	0.196	Credible
	4	0.829	0.000	0.196	Credible
	5	0.787	0.000	0.196	Credible
	6	0.822	0.000	0.196	Credible
Job Satisfaction (Y)	1	0.475	0.000	0.196	Credible
	2	0.628	0.000	0.196	Credible
	3	0.677	0.000	0.196	Credible
	4	0.838	0.000	0.196	Credible
	5	0.649	0.000	0.196	Credible
	6	0.495	0.000	0.196	Credible

According to Table 1, there were eight respondents who had a percentage level of 25% and had no college degree. In addition, respondents with bachelor's degrees received 22, or 68.8% of the total. Two respondents with a percentage level of 6.2% simultaneously acquired respondents with the most recent postgraduate degree. According to the characteristics of the respondents listed above, the majority of PT Telkom Witel Surabaya Utara workers have completed level 1 of schooling. Based on Table 1, it can be

seen that the majority of PT Telkom Witel Surabaya Utara employees with a length of work of <3 years, i.e. 22 people, with a percentage of 68%. In addition, employees with a length of work of 3-5 years were eight respondents or 25%, and a length of work of 6-8 years was two respondents with a percentage of 6.2.

Instrument Test Results

The results of the research instrument validity test can be seen in Table 2. The sig. r question items in Table 2 are lower than 0.05 (<0.05), which indicates that each variable item is considered to be legitimate. Additionally, the findings of the questionnaire's overall validity test showed that r-count, or the Pearson correlation coefficient, was higher than r-table. It may be inferred from this that these items can be utilized to measure study variables. The Cronbach's Alpha statistical test was used for the reliability test. Table 3 displays the results of the variable reliability test.

Table 3. Variable Reliability Test Results

Variable	Cronbach Alpha	Results
Motivation (X1)	0.763	Trustworthy/reliable
Workload (X2)	0.798	Trustworthy/reliable
Job satisfaction (Y)	0.748	Trustworthy/reliable

Cronbach's alpha values for all variables are larger than 0.6, according to Table 3. This indicates that the dependability of all the variables is rather high. It is possible to state with confidence that all the research's variables are reliable.

Classical Assumption Test Results

The Kolmogorov-Smirnov test is used to test the normality assumption. Table 4 displays the results of the normality test conducted using the Kolmogorov-Smirnov technique. The Kolmogorov Smirnov (Monte Carlo) test statistic for the normalcy assumption is 0.200. The test findings show that the achieved significance value is more than 0.05. As a result, it may be claimed that the data acquired are regularly distributed. Thus, the presumption of normalcy is satisfied. The next test is multicollinearity. By examining the tolerance value and the VIF (Variance Inflation Factor) value, the multicollinearity test is conducted. Table 4 displays the results of the multicollinearity test.

Table 4. Kolmogorov Smirnov Normality and Multicollinearity Test Results

Dependent Variables	Collinearity Statistics		Unstandardized Residual (Monte Carlo)
	Tolerance	VIF	
Motivation (X1)	0.884	1.132	0.200
Workload (X2)	0.884	1.132	

According to the findings of the test for multicollinearity that are shown in Table 8, it was discovered that the tolerance value of more than 0.1 did not produce any indications of multicollinearity. As a result of the fact that the VIF value is not significantly more than 10, which can be deduced from the data presented before, there are no signs of multicollinearity between the variables that are considered independent. As a result, the

assumption test that requires there to be no multicollinearity may be satisfied. The linear regression model includes all of the data, and the heteroscedasticity test determines whether or not there is an inequality in the variance that is derived from those residuals. Figure 2 displays the findings of the heteroscedasticity test. As a consequence of the findings of the tests, which revealed that the points were distributed in a certain pattern both above and below the number 0 on the Y axis, it is possible to draw the conclusion that there is not a heteroscedasticity issue.

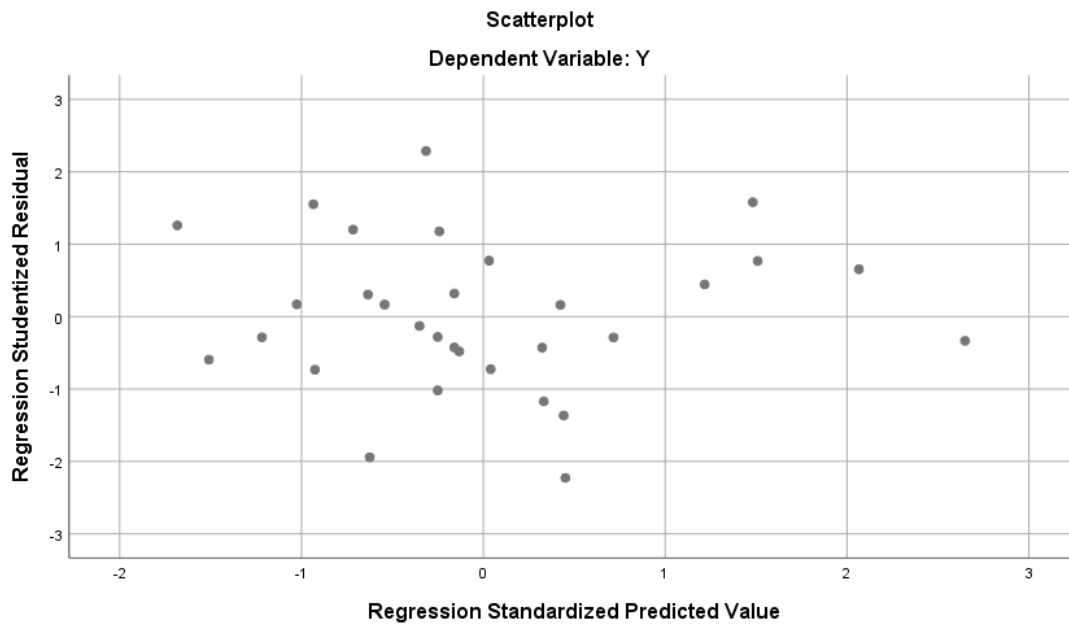


Figure 2. Scatterplot Pattern of Heteroscedasticity Test Results

Hypothesis Testing and Coefficient of Determination (R^2)

We utilized the t-significance test, and the significance threshold was set to be less than 5%. In addition, a condition in the form of a count value that must be bigger than ttable is required in order to evaluate whether or not there is an impact between these variables. This is necessary in order to determine whether or not there is an influence. On the other hand, the value that was obtained indicates that there is no connection between job satisfaction and the variables of motivation, workload, or communication. Table 5 contains the findings of the t-significance test.

Table 5. The t and F test Results

Connection	Statistics	Table	Sig.	Information	R^2
X1 → Y	7.109	1.984	0.000	Accepted and Influential	
X2 → Y	6.269	1.984	0.000	Accepted and Influential	0.685
X1+X2 → Y	33.631	3.310	0.000	Accepted and Influential	

1. Effect of Motivation on Job satisfaction

The tcount for the motivation for work satisfaction is 7,109, which is more than the ttable, which is 1.984, and it has a significance value of 0.000, which is less than 0.05. This indicates that Hypothesis 0 is not correct and that Hypothesis 1 is correct; alternatively, one might draw the conclusion that Motivation has a positive and substantial effect on Job Satisfaction. The tests that were done suggest that these findings provide support for Hypothesis 1 in this research.

2. Effect of Workload on Job Satisfaction

The effect size of workload on the variable jobsatisfaction is 0.000 (sig. 0.05), with a tcount of 6,269 (tcount > ttable, specifically 1.984). As a result, we may infer that workload has a positive and substantial influence on job satisfaction (Ha) and reject (H0). This data is consistent with the null hypothesis H1.

3. Effect of Motivation and Workload on Job Satisfaction

In this situation, the F test is used to examine the reliability of the model. If the F-value is less than 0.05 and the resulting Fcount is more than the Ftable, then the model is doable. Table 10 displays the outcomes of the F test. The Fcount is 36.669 based on the F test results in Table 9. When compared to Ftable, which is 33,631, this finding is more significant. In other words, when the Fcount number is greater than Ftable, motivation, workload, and communication all play a role concurrently. The resulting significance level is 0.000, by the way. A p-value below 0.05 indicates a statistically significant relationship between motivation and workload on job satisfaction. According to the findings above, three factors—motivation, workload, and communication—have a major impact on employees' happiness on the job at the same time. It was decided that the regression model used was a good one.

The route analysis research model, which was described above, may be used to construct a model for the trajectory of influence. The following is how you may determine the influence that the inaccuracy has on each model. Table 4 displays the adjusted R-square value of 0.685, or 68.5%, from a regression study where job satisfaction served as the dependent variable and motivation, workload, and communication served as the independent factors. Therefore, the study model demonstrates that the independent variables contribute part of the information required to predict the fluctuation of the dependent variable, accounting for 68.5% of the total information included in the data. However, the remaining variance may be accounted for by factors not included in the model.

Effect of Motivation on Job Satisfaction

The study using the linear regression approach yielded findings with a t value of 7.109 with sig. t of 0.000 and a t table of 1.984. The alpha used was 0.000 0.05, while the significance value of t is 0.000, which is less significant. Conclusion: Job satisfaction is positively and significantly influenced by motivation. According to empirical evidence, there is a relationship between motivation and job satisfaction, specifically a significant positive effect, which means that the more motivated an organization is, the higher the job satisfaction will be (Helln Gil et al., 2022; Inegbedion et al., 2020; Janib et al., 2021; Krick et al., 2022; Skaalvik & Skaalvik, 2020). Intrinsic motivation, extrinsic motivation, organizational commitment, and goal orientation are the motivational markers that have a substantial impact on work satisfaction. In other words, the greater the job satisfaction

for customer service, the more clearly the commitment to work, the more suitable the orientation to the objective, and the stronger the drive.

According to Ingsih et al., (2021), the primary function of good motivation is to improve employee quality, retain employees, motivate employees to work harder, and build employee commitment. Referring to the explanation of the first hypothesis, if employees have good work motivation, this is expected to increase job satisfaction.

Effect of Workload on Job Satisfaction

The investigation employing linear regression's findings demonstrates that workload has a favorable impact on job satisfaction. The computed *t* value of 6,269 with a sig-*t* of 0.000 leads to this conclusion. It may be said that workload and job satisfaction variables significantly impact each other if the significance value of *t* is less than the alpha chosen (in this example, 0.000 0.05). Empirical data were also uncovered in prior studies that were pertinent to this conclusion to support it. For example, a previous study conducted by Janib et al., (2021) found that workload has a positive effect on job satisfaction in the population of employees in the manufacturing industry. This finding is consistent with existing research results, showing consistency in the effect of workload on job satisfaction.

Another study by Inegbedion et al., (2020) also observed the effect of workload on job satisfaction in different work environments. They found that the more appropriate the workload experienced by employees, the higher the perceived level of job satisfaction. These results support the research findings and show consistency in the positive effect of workload on job satisfaction in various work contexts. Therefore, empirical data from earlier studies supports study results on the beneficial influence of workload on job satisfaction (Hee et al., 2020; Gil et al., 2022; Inegbedion et al., 2020). These results indicate that the higher the workload given to employees, the lower the perceived level of job satisfaction.

Employees who experience increased workloads often need more resources, including time, energy, and physical or cognitive abilities (Astuti & Surya, 2020). In such situations, they may feel too many demands to be met in a limited time. Time constraints can make employees feel rushed, and difficult to manage tasks effectively (Gil et al., 2022). In addition, energy limitations can lead to physical and mental fatigue, reducing their ability to complete tasks correctly. If employees cannot meet high expectations and demands, this can lead to frustration, anxiety, and dissatisfaction. Naturally, when employees feel burdened by excessive workload, their job satisfaction is likely to decrease because they cannot achieve the expected level of achievement and feel successful in their work (Ingsih et al., 2021). Thus, the negative effect between workload and job satisfaction can be explained through limited resources that prevent employees from achieving a satisfactory balance and quality of work.

Effect of Motivation and Workload on Job satisfaction

Multiple linear regression analysis shows that all three of these factors—motivation, workload, and communication—have a positive and statistically significant impact on job satisfaction. The *F*-value of 0.000, which is less than the alpha value of 0.000 0.05, supports this conclusion. That is, the higher the level of employee motivation, the more appropriate the workload they face, and the better the communication within the organization, the higher the job satisfaction employees feel. Previous research also

supports this finding. For example, research conducted by Gil et al., (2022) found that employee motivation positively affects job satisfaction. Employees with high motivation tend to be more enthusiastic, focused and try to achieve the set goals. This contributes to higher levels of job satisfaction as they feel fulfilled and successful in their jobs.

Research conducted by Skaalvik & Skaalvik, (2020) shows that the appropriate workload positively affects job satisfaction. When employees are given tasks that match their abilities and resources, they can feel more competent and successful in completing those tasks. This provides intrinsic satisfaction and reinforces feelings of accomplishment, contributing to higher levels of job satisfaction (Suardhita et al., 2020). Based on these findings, motivation, appropriate workload, and good communication positively and significantly affect job satisfaction. Employees with high motivation, getting the right workload, and engaging in effective communication will be more satisfied with their jobs (Aryanta et al., 2019; Astiti & Surya, 2020; Katharina & Dewi, 2020). Therefore, organizations must consider these factors to increase employee satisfaction and welfare.

The positive influence between motivation and workload on job satisfaction can be explained logically through several relevant theories and concepts. One is Motivation Theory, which explains how motivation affects job satisfaction. For example, according to Expectancy Theory, highly motivated employees expect positive results from their work efforts (Hee et al., 2020; Gil et al., 2022). They have confidence that the effort given will produce the desired results. In this case, a high level of motivation will encourage employees to work harder and achieve the goals set. Feeling a sense of accomplishment and success in their work can provide a powerful sense of satisfaction.

Needs theory can also provide a logical explanation regarding the positive influence of motivation on job satisfaction. According to this theory, employees have various needs that must be met, such as physical needs, needs for achievement, social needs, and so on. Employees who feel these needs are being met through work experience have higher satisfaction (Janib et al., 2021). In the context of motivation, highly motivated employees may have a higher need to achieve goals and feel involved in their work. When they can meet these needs through appropriate workloads, this can provide a positive sense of satisfaction.

Furthermore, related to workload, the concept of "fit" or compatibility between workload and employee abilities can also explain its positive influence on job satisfaction (Astiti & Surya, 2020). According to the "fit" theory, when employees feel that their workload aligns with their abilities, knowledge, and skills, they tend to feel competent and successful in completing these tasks. This provides a sense of accomplishment and intrinsic satisfaction, which can increase overall job satisfaction. Thus, when employee motivation increases, and appropriate workloads are provided, employees tend to feel engaged, successful, and competent in their jobs. This can provide a positive sense of satisfaction because they feel their goals and needs are met. Therefore, the positive influence between motivation and workload on job satisfaction can be logically accepted based on motivation theory and the compatibility between workload and employee abilities.

CONCLUSIONS AND RECOMMENDATIONS

Motivation has a direct effect on work satisfaction based on the difficulties that have been defined. The correlation between inspiration and contentment in the workplace is positive and statistically significant at the 0.05 level of significance. Employees are more content in their jobs when they feel valued by the organization. Workload also affects morale in the workplace. The correlation between labor load and contentment in the workplace is positive and statistically significant, with a probability value of (0.000) 0.05. In other words, the more responsibility an employee is given, the happier they are in their position. Therefore, there is a positive and substantial connection between motivation and workload on employee job satisfaction, as shown by the fact that their probability value is (0.000) 0.05. That is to say, an individual's level of contentment in their employment increases when both their motivation and their workload improve.

Given the importance of the study's independent variables in explaining participants' levels of job satisfaction, it is hoped that the findings will serve as a springboard for further investigation into the relationships between these and other exogenous variables.

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