

The Influence of Workload and Work Discipline on the Job Satisfaction of Outsourced Employees at PT XYZ

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Abstract

Purpose – The increasingly competitive world of work requires organizations to have dynamic and sustainable human resources. The population and sample of this study consisted of all 50 outsourced employees in the production division of PT XYZ. The results revealed that workload has a negative and significant effect on employee job satisfaction, whereas work discipline has a positive and significant effect on job satisfaction. These findings highlight that maintaining a balance in workload and consistently applying discipline are crucial factors in maximizing employee job satisfaction.

Design/methodology/approach – This study used a quantitative approach to examine the effects of workload and work discipline on the job satisfaction of 50 outsourced employees in the production division of PT XYZ. Total sampling was applied, and data were collected through questionnaires, interviews, and literature review. The data were analyzed using Partial Least Squares (PLS) to assess the validity, reliability, and significance of relationships between variables. This approach provides insights into the impact of workload and work discipline on employee job satisfaction and offers practical implications for human resource management.

Originality - This study is original in examining the combined effects of workload and work discipline on the job satisfaction of outsourced employees at PT XYZ, providing practical insights for human resource management.

Findings and Discussion – The findings of this study reveal that workload negatively affects the job satisfaction of outsourced employees at PT XYZ, particularly when excessive time demands lead to fatigue and stress. In contrast, work discipline positively influences job satisfaction, as higher compliance with rules and procedures enhances employees' sense of responsibility, motivation, and engagement. The discussion emphasizes that balancing workload and promoting consistent work discipline are essential for creating a productive, orderly, and supportive work environment. These results provide practical implications for human resource management, highlighting the need for effective task distribution, realistic scheduling, and supervisory oversight to optimize employee satisfaction and performance.

Conclusion – In conclusion, workload negatively affects job satisfaction, while work discipline has a positive impact. Balancing workload and promoting consistent discipline are essential for enhancing employee satisfaction, motivation, and overall performance.

Keywords – Job Satisfaction, Workload, Work Discipline

Introduction

The increasingly competitive world of work requires organizations to manage dynamic and sustainable human resource strategies. Currently, the number of companies competing in product sales and value-added activities continues to grow. Moreover, competition also occurs in improving the quality of human resources to enable them to contribute to maintaining the company's image and supporting the achievement of organizational goals. Therefore, the quality of the workforce must be continuously monitored, enhanced, and developed (Rahayu & Mulyana, 2024). From the employees' perspective, one crucial aspect that needs to be considered is job satisfaction. Satisfaction will be achieved when various rights, both those derived from the job and from personal aspects, support each other and create balance. However, if these aspects do not align, individuals tend to experience dissatisfaction in performing their work (Rochmah et al., 2021).

According to Lesmana et al., (2024), job satisfaction is a psychological well-being that reflects an employee's sense of fulfillment regarding their condition while performing their work. The increase in employees' interest in their jobs is also part of the role of job satisfaction. When employees feel comfortable with the work they do, it can strengthen relationships among colleagues and encourage faster and more efficient task completion.

PT XYZ is a company engaged in renewable energy. It utilizes waste from the wood processing industry, such as sawdust and wood shavings, as the main raw materials to produce environmentally friendly wood pellets. These products serve as an alternative energy source to replace coal, both for industrial use and power generation. To meet its production targets, the company collaborates with a labor outsourcing agency for its production workforce.

Based on data from the 2023–2024 period, there was an increase in turnover among outsourced employees in the production division, rising from 14% to 15%. This indicates that employee satisfaction with their work remains relatively low, leading them to leave the company. As explained by Mangkunegara in Ritonga & Bahri (2022), one of the indicators that influence job satisfaction is turnover. Similarly, Rahayu & Mulyana (2024) stated that job satisfaction can also be observed through the level of turnover. Turnover data is closely linked to job satisfaction because employees' decisions to leave a company are often influenced by how satisfied they feel with their work conditions. When turnover rates are high, it frequently reflects underlying dissatisfaction among employees, such as excessive workload, lack of recognition, inadequate compensation, poor supervisory support, or limited growth opportunities. These forms of dissatisfaction accumulate over time and may lead employees to seek better work environments. Conversely, low turnover rates typically indicate that employees feel satisfied, supported, and comfortable within the organization. High job satisfaction reduces employees' intentions to quit because they experience positive working conditions, fair treatment, and a sense of stability.

Workload is one of the factors that play a role in job satisfaction (Widiantoro & Lumban Gaol, 2024). According to Saputri & Rini (2024), workload refers to the responsibilities assigned to employees that must be

completed using their skills within a specified period. Based on overtime data provided by PT XYZ for the 2023–2024 period, there was an increase in total overtime hours, reaching twice the amount of the previous year, from around 7000 hours to approximately 13.000 hours. Excessive workload can lead to work stress, fatigue, and a higher likelihood of errors or undisciplined behavior (Chen et al., 2022). Workload has a direct and significant relationship with job satisfaction. When employees are given a workload that is manageable and aligned with their capacity, they tend to feel more comfortable, motivated, and satisfied with their jobs. A reasonable workload allows employees to complete tasks effectively without experiencing excessive pressure or fatigue. However, when the workload becomes too heavy, especially when it involves tight deadlines, long working hours, or frequent overtime, it can negatively affect job satisfaction. Excessive demands lead to stress, reduced energy, and a sense of being overwhelmed, which ultimately lowers employees' overall satisfaction with their work.

Discipline is a form of understanding and readiness of individuals to comply with all rules, guidelines, and norms applied within an organization to maintain order and work effectiveness (Ardhiansyah et al., 2021). The observed phenomenon shows an increase in absenteeism and the number of warning letters during the 2023–2024 period. This indicates that the decline in work motivation and commitment is a result of low job satisfaction, causing employees to perform less optimally and violate company regulations (Sasmita & Puspitadewi, 2023). When employees consistently follow company rules, procedures, and work standards, it creates a more organized, stable, and predictable work environment. This sense of order helps employees feel secure and supported in their roles, which contributes to greater job satisfaction. Employees with high work discipline also tend to manage their responsibilities more effectively, avoid conflicts, and maintain good relationships with supervisors and colleagues. These positive experiences enhance their comfort and motivation at work, leading to higher satisfaction. Conversely, low work discipline can create disruptions, misunderstandings, and inconsistencies in the workplace, which may lead to dissatisfaction among employees.

Based on these issues, this study was designed to examine the influence of workload and work discipline on the job satisfaction of outsourced employees in the production division at PT XYZ. Through this research, it is expected to determine the extent to which workload and the level of discipline contribute to shaping employee job satisfaction, particularly in a work environment that demands punctuality, accuracy, and consistency in productivity. This study is expected to provide theoretical contributions and, practically, serve as a reference for the company in managing workload and enforcing work discipline to create work efficiency and support the continuous improvement of employee job satisfaction.

Literature Review

Workload

According to Saputri & Rini (2024), workload is a responsibility assigned to employees that must be completed using their skills within a specified period. Workload can be defined as a form of pressure that arises

when an individual is unable to adapt to existing demands, influenced by individual differences, and resulting from various external pressures experienced by a person (Jasmin & Asbara, 2023). According to Putra in Sulastri & Onsardi (2020) workload consists of four indicators: (a) Targets to be achieved, referring to the amount of output that must be completed within a specified limit; (b) Work conditions, including an individual's perception of the work environment and their ability to handle unexpected situations; (c) Use of time, referring to the amount of time spent on activities directly related to the job; (d) Work standards, which involve an individual's understanding of their job and workload within a specific time frame.

Work Discipline

Discipline is a form of understanding and readiness of an individual to comply with all rules, guidelines, and norms applied within an organization to maintain order and work effectiveness (Ardhiansyah et al., 2021). Work discipline refers to the extent of an individual's sense of responsibility toward the assigned tasks, which can foster enthusiasm and motivation at work (Muslimat & Wahid, 2021). According to Rivai in (Wahab, 2020), work discipline has five indicators: (a) Attendance, referring to the level of employee activeness in fulfilling work schedules; (b) Compliance with work regulations, adherence to all procedures and policies implemented by the company; (c) Compliance with work standards, the extent to which employees follow procedures, guidelines, and quality standards; (d) High alertness, the level of readiness and attentiveness toward tasks or the work environment; (e) Ethical conduct, performing tasks in accordance with moral principles, rules, and applicable professional standards.

Job Satisfaction

According to Prayekti & Pangestu (2022), job satisfaction is an emotional response within employees that reflects their enjoyment and affection toward their work. Job satisfaction represents a form of psychological well-being that describes an employee's sense of fulfillment regarding their condition while performing their job (Lesmana et al., 2024). According to Mangkunegara (2018), job satisfaction has five indicators: turnover, absenteeism rate, age, job level, and the size of the organization. Meanwhile, according to Widodo in Nurhandayani (2022), job satisfaction consists of six indicators: salary, the work itself, coworkers, supervisors, promotion, and work environment.

Methods, Data, and Analysis

This study was conducted using a quantitative approach with Partial Least Squares (PLS) as the analytical method. The study involved all 50 outsourced employees in the production division of PT XYZ. A census or total sampling technique was employed, in which the entire population was used as the research sample. Data were collected through interviews, literature review, and the distribution of questionnaires to the respondents.

Results

The figure below presents the output of the PLS analysis, showing the loading factor values for each indicator. In addition, the Path Coefficients can

be observed above the connecting lines between the independent and dependent variables. The figure also displays the R-Square value inside the circle of the dependent variable.

It can also be seen that the indicator with the highest loading factor for the workload variable is X1.3, with a value of 0.952. Meanwhile, the indicator with the highest loading factor for the work discipline variable is X2.1, with a value of 0.964. The indicator with the highest loading factor for the job satisfaction variable is Y.4, with a value of 0.967.

These results indicate that the indicators with the highest loading factors play the strongest role in explaining their respective latent variables. The high loading value of X1.3 suggests that this dimension of workload most accurately reflects employees' perceived work burden. Similarly, X2.1 strongly represents work discipline, implying that this aspect is the most consistent and observable behavior among employees. For job satisfaction, Y.4 emerges as the most influential indicator, meaning that this component contributes significantly to how satisfied employees feel with their jobs.

The dominance of these indicators implies that companies should pay closer attention to these specific aspects when designing interventions. For workload, efforts to manage or reduce the component represented by X1.3 could have the greatest impact on lowering employees' work strain. In terms of work discipline, strengthening practices related to X2.1 may enhance overall discipline levels more effectively than focusing on other indicators. Meanwhile, improvements targeting the dimension reflected by Y.4 have the potential to substantially increase overall job satisfaction. By recognizing these key indicators, companies can prioritize resources, refine policies, and develop more targeted strategies that align with employees' actual experiences and perceptions.

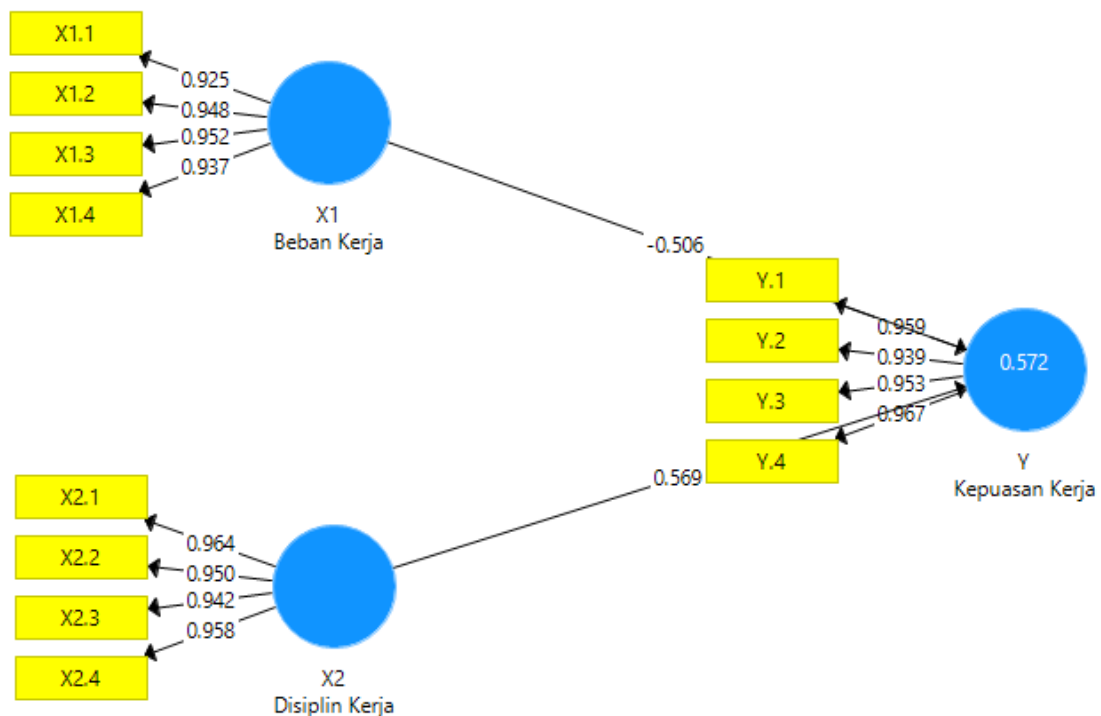


Figure.1 Output PLS

Convergent Validity

Examining the loading factor of each indicator is one way to determine validity. A loading factor greater than 0.7 (the ideal value) indicates that the indicator is valid and capable of measuring the intended dimension (Haryono, 2017).

Table.1 Outer Loading

ce	Beban Kerja (X1)	Disiplin Kerja (X2)	Kepuasan Kerja (Y)
X1.1	0.925		
X1.2	0.948		
X1.3	0.952		
X1.4	0.937		
X2.1		0.964	
X2.2		0.950	
X2.3		0.942	
X2.4		0.958	
Y.1			0.959
Y.2			0.939
Y.3			0.953
Y.4			0.967

It can be seen in Table 1 that the indicators of each variable have loading factor values greater than 0.7, indicating that all indicators demonstrate an adequate level of validity and are able to sufficiently represent the constructs they are intended to measure.

Construct Reliability and Validity

Table.2 Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	AVE	Keterangan
Beban Kerja (X1)	0.925	0.968	0.885	Valid
Disiplin Kerja (X2)	0.948	0.976	0.909	Valid
Kepuasan Kerja (Y)	0.952	0.976	0.911	Valid

The AVE value for the workload variable is 0.885. The AVE value for work discipline is 0.909. Meanwhile, job satisfaction has an AVE value of 0.911. Thus, all variables tested show AVE values greater than 0.5, indicating that each variable is able to explain most of the variance of its indicators, meaning the convergent validity of all variables in this study can be considered good. Therefore, all constructs in the study have an adequate ability to represent the concepts being measured, making the applied measurement model reliable for further analysis.

Referring to Table 2, workload has a value of 0.968, work discipline 0.976, and job satisfaction 0.976. Composite Reliability indicates that all

variables have values above 0.7, showing that each construct possesses adequate internal consistency. This means that each indicator used to measure the construct is able to consistently represent its latent variable. This confirms that all variables in this study can be categorized as reliable, and thus the obtained data can be trusted for further examination in testing the relationships among variables and drawing research conclusions.

R-Square

Each R-Square value of the latent variables reflects how strongly the structural model is able to predict those variables. Generally, an R-Square value of 0.75 indicates a strong model; a value of 0.50 indicates a moderate model; and a value of 0.25 indicates a weak model (Latan & Ghozali, 2022).

Table 3 R-Square

	R-Square
Kepuasan Kerja (Y)	0.572

It can be seen that job satisfaction has an R-Square value of 0.572. This means that approximately 57.2% of the variation in job satisfaction can be explained by workload and work discipline, while the remaining 42.8% is influenced by other factors outside the scope of this research model. This value indicates a moderate level of explanatory power of the model for employees' job satisfaction.

Hypothesis Testing

Table.4 Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Statistic (O /STDEV)	P Values
Beban Kerja (X1) -> Kepuasan Kerja (Y)	-0.506	-0.512	0.061	8.225	0.000
Disiplin Kerja (X2) -> Kepuasan Kerja (Y)	0.569	0.569	0.087	6.539	0.000

The first hypothesis, which states that workload has a negative and significant effect on job satisfaction, is proven. This is supported by the analysis results showing an original sample value of -0.506 and a T-statistic of 8.225, which is greater than $Z \alpha = 0.05$ (1.96). In addition, the P-value of $0.000 < 0.05$ indicates that the effect is statistically significant.

The second hypothesis, which states that work discipline has a positive and significant effect on job satisfaction, is also proven. This is supported by the analysis results showing an original sample value of 0.569 and a T-

statistic of 6.539, which exceeds $Z_{\alpha = 0.05} (1.96)$. Furthermore, the P-value of $0.000 < 0.05$ indicates that this effect is statistically significant.

Discussion

The Influence of Workload on the Job Satisfaction

This study demonstrates that workload contributes to employee job satisfaction. This means that when employees experience an increased workload, it can lead to pressure and fatigue, which in turn decreases their level of job satisfaction. Conversely, a lighter and more proportional workload allows employees to remain focused and motivated, thereby increasing their sense of satisfaction. These findings highlight the importance for companies to maintain a balanced distribution of tasks and responsibilities in order to sustain optimal performance without overwhelming employees.

The results of this study are consistent with Yulihardi et al., (2024) and Dewanta & Putra (2024), who also explained that workload has a negative effect on job satisfaction. Therefore, it can be concluded that proper workload management is a crucial element in achieving optimal job satisfaction, which directly impacts productivity, motivation, and employee loyalty toward the company.

The Influence of Work Discipline on the Job Satisfaction

This study demonstrates that work discipline contributes to the level of employee job satisfaction. This means that when employees exhibit a high level of work discipline, it fosters a sense of responsibility and satisfaction toward their work. Conversely, low levels of discipline can lead to disorganization and reduced comfort in the workplace, ultimately decreasing job satisfaction. These findings emphasize the importance for companies to instill a consistent culture of work discipline in order to create a productive and orderly work environment that enhances overall employee satisfaction.

Wulandari (2025) and Gultom et al., (2024) also reported similar results, stating that work discipline contributes to job satisfaction. Therefore, work discipline plays a significant role in shaping employees' level of job satisfaction. Employees with strong discipline tend to feel more valued, motivated, and committed to their work. This illustrates that enforcing good work discipline not only improves individual performance but also creates a harmonious work atmosphere.

Conclusion

Workload is found to significantly influence the job satisfaction of outsourced employees at PT XYZ. Higher workload, particularly related to time demands, tends to reduce employee satisfaction, as excessive tasks create pressure and limit employees' ability to work comfortably and effectively. Work discipline also plays an important role in shaping job satisfaction. Employees who consistently follow company rules and procedures tend to experience higher levels of satisfaction, as disciplined work behavior contributes to a more orderly, stable, and supportive work environment. Overall, the findings emphasize the need for the company to maintain

manageable workloads and encourage strong work discipline to improve job satisfaction and support better employee performance. Based on these results, the company is advised to optimize working time arrangements by redistributing tasks to reduce overtime on both regular workdays and holidays. Evaluating production planning is also essential to ensure that schedules are realistic and do not cause excessive fatigue. To strengthen work discipline, direct supervisors should carry out consistent monitoring to ensure adherence to company policies. The application of sanctions should remain fair and proportional, complemented by a persuasive approach that fosters responsibility and self-awareness among employees.

Limitation

This study has several limitations that should be considered when interpreting the results. First, the research was conducted on a relatively small sample of 50 outsourced employees in the production division of PT XYZ, which may limit the generalizability of the findings to other employees, departments, or organizations in different industries. Second, the study focused only on two variables, workload and work discipline, while other potential factors influencing job satisfaction, such as leadership style, compensation, work environment, career development opportunities, and interpersonal relationships, were not examined. Third, data were collected through self-administered questionnaires, which may be subject to response bias, as employees could overstate or understate their satisfaction, level of discipline, or perceptions of workload. Fourth, the study was conducted in 2025 using data obtained from the company for the 2023–2024 period, so seasonal fluctuations, project deadlines, or organizational changes outside this period may result in different findings. Fifth, the research relied solely on a quantitative approach, which may not fully capture deeper qualitative aspects of job satisfaction, such as emotional, psychological, and social dimensions. In addition, the study did not account for external influences, such as economic conditions, industry trends, or cultural factors, which may also affect employee satisfaction and performance. Despite these limitations, the findings provide valuable insights into the relationship between workload, work discipline, and job satisfaction, and can serve as a basis for further research and improvements in human resource management practices.

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