

The Influence of Workload and Job Satisfaction on Happiness at Work Among Employees of PT. Bakrie Pipe Industries

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ABSTRACT: This research aims to analyze the increase in workload and the influence of Workload and Job Satisfaction on Job Happiness in PT employees. Bakrie Pipe Industry. The method used is descriptive and verification with a quantitative approach. The research population was 248 employees of the Operations Division, and 104 respondents were selected using saturated sampling techniques. The research results show that Workload is in the very high category, Job Satisfaction is very low, and Job Happiness is quite high. Based on the determination test, Workload influences Job Happiness by 2.2%, Job Satisfaction by 28.4%, and simultaneously Workload and Job Satisfaction influence Job Happiness by 32.6%. Partial hypothesis testing shows that Workload and Job Satisfaction have an influence on Job Happiness. Simultaneously, these two variables have also been proven to influence employee happiness at work.

Keywords: Workload , Job Satisfaction, Job Happiness



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INTRODUCTION

The industry plays a vital role as one of the key sectors contributing significantly to Indonesia's development and serving as a crucial driver for progress. Compared to other industrial sectors, the manufacturing industry has several advantages, including the ability to create numerous job opportunities, a high market capitalization value, the capacity to add value to raw materials, and the potential to generate foreign exchange for the nation (Putri et al., 2022).

PT Bakrie Pipe Industries is one of the manufacturing companies located in Bekasi, West Java. It is a subsidiary established by PT Bakrie Brothers Tbk in 1981 and has become the largest pipe manufacturing company in Indonesia. Bakrie Pipe Industries produces a wide range of steel pipes, such as oil and gas pipes, water pipelines, piling tubes, utility poles, power poles, and framework pipes for general construction, offshore structures, and many other pipe applications. The pipes produced by Bakrie Pipe Industries (BPI) are certified and accredited according to international quality and safety standards, including API 5L Certification, ISO 9001:2015 Quality Certification, OHSAS 18001:2007, and ISO 14001:2015 (Ayu et al., 2023a). The company employs approximately 500 staff, the majority of whom work in technical departments at the processing plant and in the field. "Happiness at Work" within manufacturing companies is a critical factor

due to its impact on productivity, employee retention, and the company's overall image. Therefore, the construct of Happiness at Work needs to be carefully considered in such companies. Nevertheless, according to the author's observations, several issues persist at PT Bakrie Pipe Industries, leading to dissatisfaction, discomfort, and unhappiness among employees. One of the primary challenges is the increasing annual production targets, which result in heavier workloads.

Table 1. Pipe Production Data of PT Bakrie Pipe Industries

No	Mont	Year (in bar units)		
		2021	2022	2023
1	Januari	5.045	9.728	15.849
2	February	12.493	22.963	119.982
3	March	16.921	28.233	159.635
4	April	27.378	37.567	37.199
5	Mey	33.067	37.821	55.467
6	Juni	8.382	25.827	32.663
7	July	47.327	32.223	18.340
8	August	27.839	28.237	59.942
9	September	26.659	42.277	50.400
10	October	25.397	13.088	30.278
11	November	38.034	18.684	36.949
12	Desember	41.249	19.285	17.341
Total		309.791	315.933	634.045

Source: PT Bakrie Pipe Industries, 2024

From Table 1 above, it can be seen that there is an increase in production volume each year. The pipe production data is based on orders scheduled for production. The data indicates that the monthly production growth is fluctuating. These fluctuations in production increases result in a higher workload at PT Bakrie Pipe Industries (Gu et al., 2024). Therefore, Happiness at Work at PT Bakrie Pipe Industries needs to be improved to achieve a balance between workload and workplace happiness. The construct of Happiness at Work becomes crucial in human resource management research. This construct begins with the concept of Happiness at Work as introduced by Fisher 2010 (Fisher, 2010). Employees with positive attitudes can contribute effectively to the company in achieving its goals. Increasing employee happiness at work can be achieved by enhancing factors that influence Job Satisfaction and the organizational support perceived by employees (Risbian Isnaeni et al., 2023). By improving job satisfaction, management can also increase employee commitment to work towards the organization's goals (Suhardi & M, 2018), which in turn reduces the likelihood of employee turnover intentions (Sondakh, 2023). Employees are capable of achieving good performance when their work environment aligns with their physical and psychological needs (Maulani Putri et al., 2023).

According to the theory proposed by Bakker & Demerouti (2007), the combination of job demands, workload, and the control workers have over their jobs influences stress and job satisfaction (Hayashi et al., 2024; Lee et al., 2024). High workload with low control can decrease workplace happiness. Consistent with this theory, research on the effect of workload on Happiness at Work has shown that a light mental workload can enhance workplace happiness. The findings

reveal a significant relationship between mental workload and workplace happiness (Sterida Mahani et al., 2020).

An increasing workload leads to employee dissatisfaction due to the rising number of external orders (Argaheni et al., 2024; Kang & Bang, 2024). The growing volume of tasks burdens employees, increases pressure, reduces rest time, and heightens stress levels. Consequently, employee well-being and job satisfaction decrease, resulting in reduced productivity and motivation. According to Tarwaka & Sudiajeng (2016) in Sondakh (2023), Workload is the interaction between task demands, the work environment, skills, behavior, and perceptions of workers. A workload exceeding the physical capacity of employees causes discomfort, fatigue, and unhappiness (Jia et al., 2024; Kurniawan et al., 2024). The conditions at PT Bakrie Pipe Industries indicate that the workload has been increasing annually. This directly affects employees' workplace happiness (Karimi et al., 2024; Yin et al., 2021).

Job Satisfaction Is one of the factors that can enhance Happiness at Work as supported by research conducted by Sohail Butt (Sohail Butt et al., 2020). This study also found that job satisfaction has a positive and significant effect on happiness at work. These findings align with Herzberg's Two-Factor Theory, particularly the Motivator Theory, which explains that motivator factors (such as achievement, recognition, and the work itself) improve job satisfaction, which in turn increases workplace happiness (Dong et al., 2024; Johari et al., 2018). The research concludes that job satisfaction significantly and positively influences workplace happiness. The more satisfied employees feel working at a company, the higher their Happiness at Work becomes.

METHOD

This research employs a quantitative method with a descriptive and verificative approach to problem formulation. As stated by Sugiyono (2017), quantitative methods are rooted in positivism philosophy, often referred to as the positivistic approach (Sugiyono, 2017b). This method is deemed scientific as it aligns with key scientific principles, including being empirical, objective, measurable, rational, and systematic. In this study, the descriptive method is used to explore and understand how employees perceive the impact of Workload and Job Satisfaction at PT Bakrie Pipe Industries. Meanwhile, the verificative method is employed to analyze and assess the extent to which Workload and Job Satisfaction influence Happiness at Work at PT Bakrie Pipe Industries. The target population for this research consists of employees in the production division of PT Bakrie Pipe Industries' operational department, totaling 248 employees. The author uses this group as the study population. This study employs a quantitative research approach and involves 104 employees as respondents, selected using non-probability sampling techniques, specifically the saturated sampling method (Sugiyono, 2017).

RESULT AND DISCUSSION

The data processing in this study utilized SPSS version 22. The classical assumption tests were conducted to analyze the data:

- Normality Test : To determine whether the data obtained is normally distributed.
- Multicollinearity Test : To identify whether multicollinearity exists among the variables.
- Heteroscedasticity Test : To assess whether the data exhibits a linear pattern or not

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- Heteroscedasticity Test : To assess whether the data exhibits a linear pattern or not.

The Normality Test was specifically employed to evaluate if the data follows a normal distribution. This test was conducted using the Kolmogorov-Smirnov method. Below are the results of the normality test using the Kolmogorov-Smirnov approach:

Table 2. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		104
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	12.59205097
Most Extreme Differences	Absolute	0.051
	Positive	0.051
	Negative	-0.051
Test Statistic		0.051
Asymp. Sig. (2-tailed)		0.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

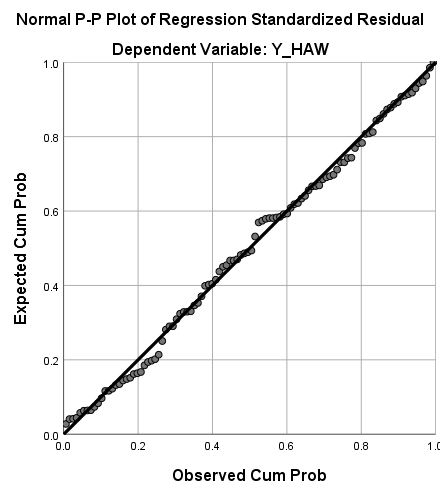
c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance

Source: SPSS 22 Data Processing Results (2024)

The results of the One-Sample Kolmogorov-Smirnov Test show an asymptotic significance (2-tailed) value of 0.200. This indicates that the normality test in this study demonstrates a normal distribution, as the value exceeds 0.005. In addition to the One-Sample Kolmogorov-Smirnov Test, the normality test in this study also utilized P-P Plot graphs. Below are the results of the P-P Plot graphs:

Figure 1. Results of Normality Test Using P-P Plots



Source: SPSS 22 Data Processing Results (2024)

In this study, the author utilized P-P Plots to assess whether the data points form or approximate a diagonal linear line. Below are the results of the normality test using P-P Plots.

Multicollinearity Test

The multicollinearity test aims to determine whether there is any correlation among the independent variables in the regression model. Data is considered free from multicollinearity if the Variance Inflation Factor (VIF)** value is less than 10. Below are the results of the multicollinearity test:

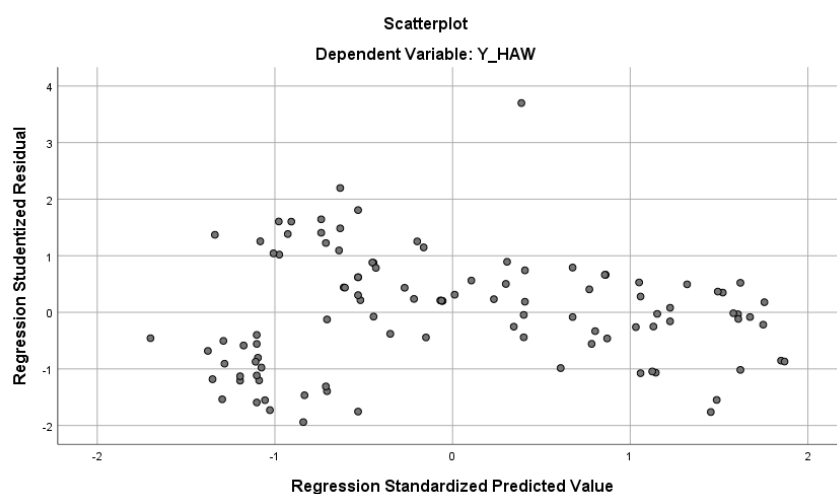
Table 3. Results of Multicollinearity Test

Variabel	Tolerance	VIF	Description
<i>Workload</i>	0.615	1.627	No Multicollinearity
<i>Job Satisfaction</i>	0.615	1.627	No Multicollinearity

Source: SPSS 22 Data Processing Results (2024)

It can be seen that the variables Workload and Job Satisfaction do not exhibit multicollinearity, as the VIF values for these variables are The Workload and Job Satisfaction variables have VIF values less than 10(Ayu et al., 2023b; Lewis & Folkins, 2024). The Heteroscedasticity Test is used to determine whether there is a consistent pattern of residuals from one observation to another in the regression model. Below are the results of the Heteroscedasticity Test using a scatterplot graph.

Figure 2: Results of the Heteroscedasticity Test Using a Scatterplot Graph



It can be seen that heteroscedasticity does not occur, as no patterns are clustered in the scatterplot. To further detect heteroscedasticity, the Glejser Test can be used. In this test, if the result is $\text{sig} > 0.05$, it indicates that heteroscedasticity is not present, and the model is considered good if heteroscedasticity does not occur.

Results of the Glejser Test

Variable	Sig	Description
Workload	0.131	No heteroscedasticity
Job Satisfaction	0.107	No heteroscedasticity

Source: SPSS 22 Data Processing Results (2024)

The results of the heteroscedasticity test using the Glejser test show that there is no significant relationship between all independent variables and the absolute residual value, as indicated by a significance value (Sig.) greater than 0.05. This means that the model is free from heteroscedasticity.

Analysis of Multiple Linear Regression Coefficients

The multiple linear regression coefficient analysis is used to determine whether there is a functional relationship between Workload and Job Satisfaction on Happiness at Work.

Table 4. Results of Multiple Linear Regression Coefficient Analysis

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-11.302	18.721		-0.604	0.547		
	X1_ Workload	0.787	0.273	0.297	2.879	0.005	0.615	1.627
	X2_ JobSatisfaction	0.846	0.122	0.718	6.954	0.000	0.615	1.627

a. Dependent Variable: Y_HAW

Source: Results of SPSS 22 data processing (2024)

It can be observed that:

$$Y = -11,302 + 0,787X_1 + 0,846X_2 + e$$

It can be concluded that:

1. The constant value (a) is negative, -11.302, which means that if the variables Workload and Job Satisfaction are absent or disregarded (remain unchanged or equal to 0), the value of the Happiness at Work variable will be -11.302, assuming the constant variable remains.
2. The regression coefficient for the Workload variable (X1) is 0.787 with a positive value. This indicates that if the Workload value increases by 1 unit while the coefficient of variable X2 is disregarded, the Happiness at Work will increase by 0.787 units.
3. The regression coefficient for the Job Satisfaction variable (X2) is 0.846 with a positive value. This indicates that if the Job Satisfaction value increases by 1 unit while the coefficient of variable X1 is disregarded, the Happiness at Work (Y) will increase by 0.846 units.

Analysis of Multiple Correlation Coefficients

The multiple correlation coefficient analysis is used to determine the correlation between two independent variables and one dependent variable by examining the R value. Furthermore, the degree of relationship between the variables can be assessed through the coefficient interval, which indicates the strength or weakness of the correlation.

Table 5. Results of Multiple Correlation Coefficient Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.582 ^a	0.339	0.326	12.716	0.339	25.857	2	101	0.000

a. Predictors: (Constant), X2_ JobSatisfaction, X1_ Workload

Source: Results of SPSS 22 data processing (2024)

It can be observed that the correlation between the Workload and Job Satisfaction variables on Happiness at Work is 0.582. The coefficient interval value indicates a fairly high correlation. Therefore, it can be concluded that the relationship between Workload and Job Satisfaction on Happiness at Work is moderately strong.

Analysis of the Coefficient of Determination

The coefficient of determination in this study is used to determine the percentage of influence of the Workload variable on Happiness at Work, the percentage of influence of the Job Satisfaction variable on Happiness at Work, and the combined percentage of influence of Workload and Job Satisfaction on Happiness at Work.

Table 6. Results of the Analysis of Workload and Job Satisfaction on Happiness at Work

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.582 ^a	0.339	0.326	12.716

a. Predictors: (Constant), X2_JobSatisfaction, X1_Workload

b. Dependent Variable: Y_HAW

Source: Results of SPSS 22 data processing (2024)

It can be observed that the variables Workload and Job Satisfaction contribute 32.6% to Happiness at Work. The remaining 67.4% (100% - 32.6%) is influenced by Workload and Job Satisfaction, as well as other variables not addressed in this study.

Hypothesis Testing Results

Hypothesis testing aims to determine the significance of the effect of Workload and Job Satisfaction, both partially and simultaneously, on Happiness at Work. This process identifies whether the hypothesis is accepted or rejected.

Results of the t-Test (Partial)

t-Test Analysis

The t-test is used to determine the effect of each independent variable on the dependent variable. The independent variables in this study are Workload and Job Satisfaction, while the dependent variable is Happiness at Work. To calculate the t-Table value, the probability and degrees of freedom (df) must be considered. The probability used is 0.05, and the degrees of freedom (df) are determined by the formula $n - k - 1$, where n is the sample size (104 participants) and k is the number of independent variables. The t-test is used to identify whether there is a significant effect of the Workload variable (X1) on the Happiness at Work variable (Y). The criteria for testing are as follows:

- If $t_{\text{calculated}} > t_{\text{Table}} = H_0$ is rejected.
- If $t_{\text{calculated}} < t_{\text{Table}} = H_a$ is rejected.

The t-Table value is obtained using the formula:

$$T_{\text{Table}} = t_{(\alpha/2 : n-k)}$$

Where n is the sample size (104) and k is the number of variables (3). Thus, $t_{\text{Table}} = t_{(0.05:101)} = 1.983$. Therefore, the t-Table value in this study is 1.983.

Table 7. Results of the t-Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-11.302	18.721		-0.604	0.547		
	X1_Workload	0.787	0.273	0.297	2.879	0.005	0.615	1.627
	X2_JobSatisfaction	0.846	0.122	0.718	6.954	0.000	0.615	1.627

a. Dependent Variable: Y_HAW
T tabel 1.98373 t hitung 6.954

Source: Results of SPSS 22 data processing (2024)

It can be observed that the Workload variable affects Happiness at Work, and the Job Satisfaction variable also affects Happiness at Work. This conclusion can be drawn in two ways:

1. By comparing the t-calculated value with the t-Table value:
 - The t-calculated value for Workload is 2.879, which is greater than the t-Table value of 1.983.
 - The t-calculated value for Job Satisfaction is 6.954, which is also greater than the t-Table value of 1.983.
2. By examining the significance (Sig.) value:
 - A variable is considered to have a significant effect if its Sig. value is less than 0.05.
 - The Workload variable has a Sig. value of 0.005 ($0.005 < 0.05$).
 - The Job Satisfaction variable has a Sig. value of 0.000 ($0.000 < 0.05$).

Both methods indicate that Workload and Job Satisfaction significantly influence Happiness at Work.

Results of the F-Test

The F-test (simultaneous test) is intended to examine the joint effect of the X variables on the Y variable. The hypothesis tested in this F-test is as follows:

H_{03} : Workload and Job Satisfaction do not affect Happiness at Work.

H_{a3} : Workload and Job Satisfaction affect Happiness at Work.

The criteria for testing are to accept H_0 if the F-calculated value is less than the F-table value, and to reject H_0 if the F-calculated value is greater than the F-table value. The F-table value is obtained from $\alpha=0.05$ with $df_1 = k$ (number of independent variables) = 2 and $df_2 = n - k - 1 = 104 - 2 - 1 = 101$, thus the F-table value is obtained.

Table 8. Results of the F-Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8362.192	2	4181.096	25.857	0.000 ^b
	Residual	16331.654	101	161.700		
	Total	24693.846	103			

a. Dependent Variable: Y_HAW

b. Predictors: (Constant), X2_JobSatisfaction, X1_Workload
F tabel 3.09

It can be seen that, simultaneously, the variables Workload and Job Satisfaction have a significant effect on Happiness at Work. This can be determined in two ways:

1. By comparing the F-calculated value with the F-table value, the F-calculated value in this study is 25.857.
2. The effect is considered significant if the Sig. value is < 0.05 . As shown in the table above, the Sig. value for the F-test is < 0.05 . This means that both independent variables have a significant effect on Happiness at Work.

CONCLUSION

This study aimed to analyze the influence of workload and job satisfaction on happiness at work among employees of PT. Bakrie Pipe Industries. The findings revealed workload has a positive significant influence on happiness at work, indicating that higher workloads tend to decrease employee happiness. Job satisfaction has a positive and significant influence on happiness at work, emphasizing that satisfied employees tend to be happier in their roles. The combination of these factors explains a substantial portion of variance in employee happiness, showcasing the interplay between workload pressures and job satisfaction levels (Pryce-Jones, 2010).

Practical Implications

Organizations should strive to implement balanced workload distribution and establish systems to monitor employee workload to prevent burnout.

Enhancing Job Satisfaction: Initiatives such as transparent reward systems, career development opportunities, and improved workplace relationships can boost job satisfaction, directly contributing to happier employees. Leaders should create policies promoting work-life balance and stress management, fostering a supportive work environment.

Theoretical Implications

This study contributes to the literature by confirming the positive impact of workload and the positive impact of job satisfaction on workplace happiness in the context of manufacturing industries. It supports the broader understanding of how organizational factors interplay to shape employee well-being, reinforcing concepts from motivational and occupational psychology theories.

Research Limitations

The study focused on a single company, which may limit the generalizability of the findings to other industries or geographical areas. A snapshot of data at one point in time may not fully capture the dynamic nature of workload, satisfaction, and happiness over time. The use of self-reported surveys could introduce bias, as responses might be influenced by social desirability.

Recommendations for Future Research

Conduct studies across multiple organizations and industries to test the generalizability of these findings. Explore changes in workload, job satisfaction, and happiness over time to capture causal relationships more effectively. Include mediating or moderating variables, such as leadership styles, organizational culture, or emotional intelligence, to provide deeper insights. Combining quantitative and qualitative methods could offer richer and more nuanced findings.

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