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Original Article



## The Effect of Workload and Wage Levels on Job Satisfaction of Honorary Employees with Motivation as a Mediation

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### Abstract

Honorary staff members represent a significant component of Indonesia's current human resources, serving as an alternative workforce to support the performance of civil servants. Their presence is intended to address certain organizational needs. Job satisfaction is considered a crucial factor as it can impact organizational operations. It refers to employees' supportive or unsupportive feelings towards their work or working conditions. This study investigated the influence of workload and wage levels on temporary employees' motivation and job satisfaction. The research employed quantitative methods utilizing Smart Partial Least Square (PLS) software version 3. The analysis comprises two sub-models: a measurement model (external model) and a structural model (internal model). A total of 94 respondents were selected using convenience sampling techniques. The findings revealed that workload significantly affects job satisfaction, mediated by motivation. Similarly, wage levels significantly impacted job satisfaction, with motivation as a mediating factor.



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## 1. Introduction

Honorary staff is one of the human resources in Indonesia today, as an alternative human resource that helps the performance of civil servants. Honorary workers are intended to overcome the limited number of civil servants, who are relatively small in various regions. For this reason, additional human resources are needed to overcome the limited number of civil servants. In terms of work duties, civil servants and honorary employees have duties and responsibilities that are not much different. As government workers, honorary employees are required to develop quickly to improve their quality so that they can improve the performance of organizational institutions to be more efficient and productive.

The amount of pressure from the workload faced by honorary employees has an impact on the resignation of the honorary employee. A workload that is deemed quite heavy can affect a person's physical and mental condition, resulting in obstacles to work. Not to mention the addition of a low wage level, which is a mental problem for honorary employees where most of

the salaries of honorary employees are still below the regional minimum wage and the increasingly expensive cost of living is certainly a problem among honorary employees in meeting their needs. From the problem of workload and wage levels, it will certainly have an impact on the job satisfaction of honorary employees.

Job satisfaction is an important factor because it can affect the running of the organization. Job satisfaction is a feeling that supports or does not support employees who are related to their work or their condition. Job satisfaction can also be said to be an attitude of feeling happy or unhappy in looking at and carrying out work. If someone is happy with his job, then that person is satisfied with his job. Job satisfaction is defined as a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction is achieved when employees are satisfied with the work done. Job satisfaction is highly expected by an employee (Hasyim, 2020).

Therefore, the motivation given to honorary employees is very important to pay attention to and improve because motivation can be seen as a change in energy in a person which is characterized by the

emergence of feeling and is preceded by a response to the existence of a goal. Motivation is the basic drive that moves someone or the desire to devote all energy because of a goal. Thus, the motivation for honorary workers is expected to increase the morale of honorary workers to lighten the metal burden faced by honorary employees thus increasing the self-confidence and job satisfaction of honorary workers. Thus, of course, the workload, wage level and job satisfaction received by honorary employees are related to motivation.

## 2. Literature Review

### 2.1. Workload

Workload can be interpreted as a condition where a worker faces a task that must be completed at a certain time. Workload is pressure as a response that cannot adapt, which is influenced by individual differences or psychological processes, namely a consequence of any external action (environment, situation, event that holds too many psychological or physical demands) on a person. The workload is a must that every employee must carry out to complete their tasks at a predetermined time (Talo et al., 2020). The indicators of the workload consist of several characteristics, namely as follows:

- a. Targets to be achieved  
The individual's view of the amount of work targets are given to complete his work A view of the work that must be completed within a certain period.
- b. Working Conditions  
This includes the views held by individuals regarding their work conditions, such as making decisions quickly when working on goods and dealing with unexpected events, such as doing extra work outside the allotted time.
- c. Time Usage  
Work Time spent in activities directly related to production (cycle time, standard, or base time).
- d. Job Standard  
The impression that individuals have about their work, for example, Feelings about the workload that must be completed within a certain period (Rolos et al., 2018).

### 2.2. Wage

Wage is the right of the worker/labor that is received and expressed in the form of money as a reward from the entrepreneur/employer to the worker/labor, which is determined and paid according to a work agreement, agreement or statutory regulations, including allowances for workers/laborers and their families for a job and/or service that has been or will be performed". Wages are all expenditures of money or goods that are paid to workers in return for work or services that have been or are performed on the industry Measured in rupiah (Nurfiat & Rustariyuni, 2018).

According to Ivancevich & Matteson, (2014) Wage indicators consist of several parts, including:

- a. Adequate, meets the government's minimum requirements and the needs of the trade union.
- b. Fairness (Equitable) everyone must be paid according to their efforts and performance.
- c. Balanced (Balance pay) All reward types must reflect the appropriate reward package. There is a balance between expectations and the reality of employee compensation.
- d. Cost effective, the company's ability to make payments on time. So that compensation payments can be effective for employees.

### 2.3. Motivation

Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are a force that encourages individuals to behave to achieve goals. The urge consists of two components: the direction of work behaviour (work to achieve goals) and behaviour strength (the strength of individual efforts at work). Motivation includes unique feelings, thoughts and past experiences that are part of the company's internal and external relationships (Mahardhika et al., 2013). The indicators of motivation, according to George & Jones, are:

- a. Employee Behaviour: The ability of employees to choose the work behaviour they will choose. Good employee behaviour at work shows that employees are motivated at work.
- b. Employee effort relates to the hard work employees put into their work. The hard work of employees indicates that employees are motivated at work.
- c. Employee Persistence Employee persistence refers to the behaviour of a person who still wants to work despite obstacles, problems, and obstacles. High employee persistence shows high motivation (Wijaya & Andreani, 2015).

### 2.4. Job satisfaction

Job satisfaction is a favourable or unfavourable emotional state in which employees perceive their work. Job satisfaction is a general attitude toward a person's job, which shows the difference between the amounts they believe they should receive (Talo et al., 2020). The factors that influence it are as follows:

- a. Opportunity to advance.
- b. Willingness to work.
- c. Salary or Wages received.
- d. Company and management (Sutrisno et al., 2022).

### 3. Materials and Methods

This study uses quantitative research methods by using primary data obtained from questionnaires or questionnaires as primary data. Data management in this study uses SEM (Structural Equation Modeling) analysis using smart PLS software version 3. PLS is used to explain whether there is a relationship between latent variables (prediction). The PLS (Partial Least Square) method consists of two sub-models, namely the measurement model (outer model) and structural model (inner model). This study's data collection technique was a questionnaire distributed to 94 honorary employees. In determining and selecting samples, researchers used the Convenience Sampling technique; sampling was based on the availability of elements and the ease of obtaining them.

### 4. Results and Discussion

#### 4.1. Evaluating the Measurement Model

The measurement model (Outer Model) is carried out to describe or describe the relationship between latent variables (constructs) and their indicators or the relationship between these variables and the measurement theory.

**Table 1.** Result of outer loading

Item(s)	Workload	Wage	Motivation	Job satisfaction
X1.1	0.804			
X1.2	0.820			
X1.3	0.787			
X1.4	0.840			
X2.1		0.736		
X2.2		0.716		
X2.3		0.760		
X2.4		0.741		
Z.1			0.879	
Z.2			0.897	
Z.3			0.755	
Y1				0.753
Y2				0.867
Y3				0.824
Y4				0.751

Table 1 shows that all items that are indicators of each of the variables in this study have a factor loading value above 0.7. Therefore, all of these items deserve to be used as indicators in this study. Furthermore, all items that become measuring instruments.

#### 4.1.1. Construct Validity and Reliability

**Table 2.** Result of Construct Validity and Reliability

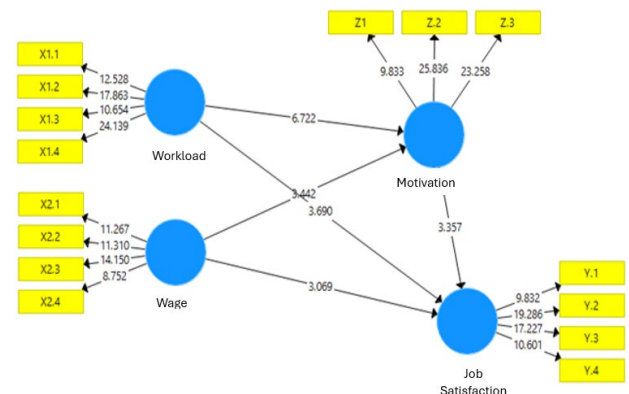
Variable	Cronbach Alpha	Rho A	Composite Reliability	AVE
Workload	0.829	0.833	0.886	0.661

Variable	Cronbach Alpha	Rho A	Composite Reliability	AVE
Wage Rate	0.731	0.751	0.828	0.545
Motivation Job satisfaction	0.802	0.828	0.883	0.716
	0.813	0.827	0.876	0.640

Table 2 shows the criteria for validity and reliability because they have met the criteria and requirements in testing the validity and reliability of the construct. The value of Cronbach's Alpha, Rho A and Composite Reliability are greater than 0.70, and the Average Variance Extracted (AVE) value is greater than 0.50. Thus, the data that has been distributed can be trusted and can be used as data to answer research questions.

#### 4.2. Evaluating of Structural Model

The results of the inner model analysis can be seen from several indicators, which include the coefficient of determination ( $R^2$ ), Predictive Relevance ( $Q^2$ ), and Goodness of Index (Goof) (Hussain et al., 2021). The results of the structural model displayed by smart PLS version 3. This study is as follows:



**Figure 1.** Result of SmartPLS using Bootstrapping

#### 4.3.1. Coefficient of Determination

Assessing a model with PLS begins by looking at the R-square for each dependent latent variable. The results of the calculation of  $R^2$  in this study are as follows:

**Table 3.** Result of Coefficient Determination

Variable(s)	R-Square
Motivation (Z)	0.511
Job Satisfaction (Y)	0.724

Table 3 shows that the  $r^2$  value of motivation is 0.511, which means that motivation is influenced by workload (X1) and wage is 51.1%. In other words, contribution workload can affect motivation by 17%. In comparison, the remaining 48.9% is the contribution of other variables that are not discussed in this study.

#### 4.3.2. Goodness of Fit Model

Goodness of Fit determines the contribution given by exogenous variables to endogenous variables. Goof value in PLS analysis can be calculated using Square Predictive Relevance ( $Q^2$ ). The following are the results of the calculation of the Goodness of Fit Model in this study:

$$Q^2 = 1 - (1 - r_1^2) (1 - r_2^2)$$

$$Q^2 = 1 - (1 - 0.511) (1 - 0.724)$$

$$Q^2 = 1 - (0.489) (0.276)$$

$$Q^2 = 0.865$$

On the basis of the above calculation, the Q-Square Predictive Relevance ( $Q^2$ ) value is 0.865 or 86.5%. This can indicate that the overall model of 86.3% can explain the diversity of job satisfaction, or it can also be interpreted that workload, wage level and the role of technology on job satisfaction as a whole is 86.5%. In comparison, the remaining 13.5% contributes to variables not discussed in this study, such as facilities, careers, rewards, etc.

### 4.3. Hypothesis Testing

#### 4.3.1. Direct Effects

Direct effect testing is used to explain hypothesis 1, hypothesis 2, and 3 through path coefficients. The path coefficient value can be seen through the t-statistic, which must be above the t-table, namely 1.96, which means that exogenous variables affect endogenous variables in each predetermined hypothesis. The t-statistic value of 1.960, or the probability value of the significance level ( $\alpha = 5\%$ ) concludes that the accepted hypothesis is that there is a significant effect between the variables tested. In Table 4, the path coefficients and in Table 5, the results of testing the hypothesis directly by bootstrapping on the following smart PLS 3.

Table 4 shows the significant relationships between the variables. The data revealed a substantial impact of workload on job satisfaction, with a t-statistic value of 3.690 and a significant level of 0.000 for the relationship between workload and job satisfaction. Similarly, workload significantly influenced motivation, as evidenced by a t-statistic value of 3.722 and a significant level of 0.000 for the relationship between workload and motivation.

Moreover, motivation significantly affected job satisfaction, with a t-statistic value of 3.357 and a significant level of 0.001 for the relationship between motivation and job satisfaction. Wage level also plays a crucial role, significantly affecting job satisfaction and motivation. The relationship between wage level and job satisfaction showed a t-statistic value of 3.069 with a significant level of 0.002.

**Table 4.** Result of Path Coefficients Direct effect

Path Analysis	Original Sample(O)	Standard Deviation (STDEV)	T Statistic ( O/STDEV )
Workload → Job Satisfaction	0.408	0.111	3,690
Workload → Motivation	0.538	0.080	3,722
Motivation → Job Satisfaction	0.371	0.111	3,357
Wage Level → Job Satisfaction	0.206	0.067	3.069
Wage Rate → Motivation	0.265	0.077	3,442

In contrast, the relationship between wage level and work motivation exhibited a t-statistic value of 3.442 with a significance level of 0.001. These results are statistically significant at the 5% level ( $\alpha = 0.05$ ), as the observed t-statistic values exceed the critical value of 1.96.

#### 4.3.2. Indirect Effect

Using path coefficients, indirect effect testing was employed to elucidate the association between exogenous and endogenous variables through intermediaries (mediators). The significance of these path coefficients is determined by examining the t-statistic, which must exceed the critical value of 1.96, indicating a significant influence of exogenous variables on endogenous variables via mediation as per the predetermined hypothesis. A t-statistic value of 1.960 or greater, corresponding to a significance level of  $\alpha = 0.05$ , leads to acceptance of the hypothesis, suggesting a significant relationship between the tested variables. The results of hypothesis testing using bootstrapping in SmartPLS 3.3 are presented as follows:

**Table 5.** Result of Path Coefficients Indirect effect

Path analysis	Original Sample	STDEV	t-stats
Workload → Motivation → Job Satisfaction	0.200	0.072	2.791**
Wage Level → Motivation → Job Satisfaction	0.098	0.048	2.051*

Note: \*\* and \* are significant at 1 and 5 percent.

The results in Table 5 demonstrate the indirect effects of exogenous variables on endogenous variables through intermediary factors (mediation), as indicated by the path coefficients. The analysis revealed that motivation significantly mediated the relationship between workload and job satisfaction. Specifically, the t-statistic for this mediated relationship was 2.791, with a p-value of 0.005. This t-statistic exceeded the critical value of 1.96, and the p-value was below the significance level of  $\alpha = 0.05$ , indicating a statistically significant indirect effect. These findings suggest that



workload influences job satisfaction via the mediating role of motivation.

Similarly, the results indicate that motivation mediates the relationship between wage levels and job satisfaction. The t-statistic for this mediated relationship was 2.051, with a p-value of 0.040. Again, the t-statistic surpassed the critical value of 1.96, and the p-value fell below the significance threshold of  $\alpha = 0.05$ , demonstrating a statistically significant indirect effect. This implies that wage level affects job satisfaction through the mediating influence of motivation. In both cases, the results provide strong evidence of the mediating role of motivation in the relationship between workload and job satisfaction and between wage levels and job satisfaction.

These findings underscore the importance of considering motivation as a key intermediary factor in understanding the complex relationships between these variables in the workplace.

#### 4.4. Discussion

Workload significantly impacts job satisfaction and work motivation of honorary employees, although the relationship is complex and can vary depending on the context. Several studies have found that workload negatively affects job satisfaction, such as research on PT. Ekspor Indonesian employees showed a negative influence of workload on job satisfaction (Mandjar & Turangan, 2023). Similarly, a study on employees at offices in Pulang Pisau Regency, Indonesia, revealed that workload had a negative effect on employee performance (Srirejeki et al., 2023).

However, contradictory findings exist, as seen in a PT Pratomo Putra Teknik Palopo study, where workload positively affected employee satisfaction (Rima et al., 2023). Interestingly, the relationship between workload and work motivation is not straightforward. While some studies suggest that increased workload can lead to decreased motivation, others indicate that a reasonable amount of workload can boost job satisfaction. For example, research on PT Telkom Witel North Surabaya found that intrinsic motivation and heavy workload increase job satisfaction (Kharisma & Kurniawati, 2024). This suggests that the impact of workload on motivation and satisfaction may depend on individual perceptions and the organizational context.

Thus, while workload generally significantly influences job satisfaction and work motivation of honorary employees, the nature of this influence can vary. Organizations should strive to balance workload challenges with support mechanisms and controls to optimize employee satisfaction and motivation (Westover, 2024). Further research is needed to understand the nuanced relationships between workload, job satisfaction, and work motivation in different organizational settings.

Work motivation and wage levels significantly impacted job satisfaction, with motivation playing a crucial role in mediating the effects of workload and wage levels on job satisfaction. Several studies have found that wage increases positively influence job satisfaction and motivation (Abubakar and Umoh, 2023; Makhamreh et al., 2022). For instance, the 2017 wage increase for academic staff at Nigerian universities positively correlated with job satisfaction (Abubakar & Umoh, 2023). Similarly, employee motivation was found to significantly and positively affect job satisfaction in the hotel industry (Makhamreh et al., 2022).

However, some contradictions exist in these research findings. While most studies support the positive impact of motivation on job satisfaction, one study found that work motivation does not affect job satisfaction (Nurmasari et al., 2024). Additionally, workload has been shown to positively and negatively affect job satisfaction and performance depending on the context (Ahmad & Hariasih, 2023; Mandjar & Turangan, 2023; Sugita et al., 2024).

Besides that, wage levels and work motivation generally have a positive impact on job satisfaction. The relationship is complex and can be influenced by various factors, such as workload, work environment, and individual characteristics. The mediating role of motivation in the relationship between workload, wage levels, and job satisfaction is supported by some studies (Ahmad & Hariasih, 2023; Sugita et al., 2024); however, more research is needed to understand these interactions across different industries and contexts fully.

#### 5. Conclusions

Data analysis was conducted using partial least squares (PLS) and assisted by SmartPLS-3 software, yielding several noteworthy findings. The results indicate a positive and significant correlation between workload and two key factors: job satisfaction and motivation. This suggests that, as workload increases, job satisfaction and motivation tend to improve among the studied population. Furthermore, this study demonstrates a positive and significant relationship between motivation and job satisfaction. This finding implies that higher motivation levels are associated with increased job satisfaction. Additionally, the study revealed that wage levels positively and significantly impact both job satisfaction and motivation, suggesting that higher wages are linked to greater job satisfaction and increased motivation among employees. The investigation also uncovered the mediating role of motivation in the relationship between workload and job satisfaction as well as between wage levels and job satisfaction. These findings suggest that workload and wage levels can influence honorary employees' work motivation, affecting their job satisfaction. This study contributes a more comprehensive understanding of the

complex interplay between workload, wages, motivation, and job satisfaction within honorary employment.

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