



Factors Affecting Job Satisfaction of Non-Educational Personnel: A Study at Mahaputra Muhammad Yamin University

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ABSTRACT

This study aims to analyse the effect of workload, compensation, and organisational communication on job satisfaction of non-educational staff at Mahaputra Muhammad Yamin University Solok. This research uses quantitative methodology with a sample of 39 respondents. Information was collected through questionnaires. Multiple regression analysis resulted in a regression equation $Y = 8.510 + 0.486X_1 + 0.219X_2 + 0.126X_3 + e$. The calculated t value of 3.074 > t table 2.03011 and sig 0.004 < 0.05 indicates that workload (X1) significantly affects job satisfaction. Based on the results of the t test, compensation does not significantly affect job satisfaction (X2), as indicated by the t value of 1.731 < t table 2.03011 and sig value of 0.092 > 0.05. In addition, the calculated t value of 0.838 < t table 2.03011 and sig 0.408 > 0.05 indicate that job satisfaction and organisational communication (X3) are not significantly correlated. At Mahaputra Muhammad Yamin University in Solok, job satisfaction of non-educational personnel is influenced by workload, salary, and organisational communication, as indicated by the calculated F value of 28.339 > F table 3.27. The three variables have an influence of 70.8% on job satisfaction, based on the R Square value of 0.708 or 70.8%, while the variables not included in this study are 29.2%.

Keywords: Workload, Compensation, Organisational Communication, Job Satisfaction

1. INTRODUCTION

Organisations must have a goal to be achieved or fulfilled. Utilising the potential of current Human Resources will help achieve these goals. Since a company cannot grow without its Human Resources, it is seen only as an entity without internal procedures. Thus, an organisation's most valuable asset is its human resources. Regardless of how well an organisation has other resources, such as capital, raw materials, and technology, it will not be able to meet its goals and may even fail without the help of people who can work effectively and efficiently. Therefore, these workers must be inspired to perform their duties more effectively and with greater passion to produce positive results (Nirwana et al., 2024).

Job satisfaction is a very important component, having a direct impact on employee productivity, loyalty, and quality of work. Compared to businesses whose employees have poor job satisfaction, businesses that manage to foster high levels of job satisfaction among their employees will find it easier to achieve their set goals. Satisfied workers are usually more driven, productive, and dedicated to fulfilling company goals and objectives. Conversely, dissatisfied workers may perform worse, become disloyal, or even have high turnover rates, all of which will hinder the progress of the organisation (Mursalini, 2021).

Employee job satisfaction is influenced by a number of interrelated and impactful elements. Workload is one such factor. Workloads based on workers' aptitude and capacity can make them feel comfortable at work and allow them to perform at their best. On the other hand, tasks that are too heavy or too light can lead to boredom, stress or burnout, all of which adversely affect job satisfaction.

Employees should receive fair and appropriate compensation as it can increase their potential to be more productive. Employee compensation has the power to inspire and increase job satisfaction. When workers

receive salaries commensurate with their job title and the nature of their work, they will be more satisfied with their jobs. To achieve employee happiness, which can lead to improved performance, companies need to understand the elements that can contribute to job satisfaction and be able to pay people appropriately (Nurhayati et al., 2024).

Organisational communication is another element that influences employees' satisfaction with their jobs. In an organisation, communication serves as a tool for mutual understanding and maintaining good working relationships in addition to being a means of disseminating information. Mutual trust, dispute resolution, and good coordination can be achieved through effective communication within the organisation. In organisations, poor communication is often the cause of problems as it can result in miscommunication, disputes, and decreased employee motivation (Busri & Loliyani, 2023).

2. LITERATURE REVIEW

2.1. Job Satisfaction

Job Satisfaction is a person's feelings and evaluation of their job, especially with regard to their working conditions and whether their job can meet their requirements, desires, and expectations, known as job satisfaction (Yeni et al., 2023). Job Satisfaction is one of the most important factors in an employee's ability to perform their duties. People who are happy with their jobs will show good feelings and emotions, which cause them to work effectively. In addition, job satisfaction will improve the quality of services provided in the future, and will increase organisational effectiveness by improving employee attitudes, behaviours and skills (Yeni et al., 2024).

2.2. Workload

Workload is a collection of responsibilities or obligations that an individual is expected to perform within a set timeframe utilising the individual's skills, knowledge and potential. Workload includes the quantity of tasks assigned and the level of complexity and difficulty involved in completing those tasks (Jayasri & Annisa, 2023). Workload describes all employee-related activities as well as the length of time required to complete the project and is involved in direct and indirect work. The comparison of the overall standard time required to complete activities and work with the total standard time is known as workload or work volume. The workload consists of the tasks that workers must complete using their abilities and capabilities within a certain period of time (Ahmad & Rochimah, 2021).

2.3. Compensation

Any form of payment that managers give to employees in recognition of their efforts or services to the company is called compensation. The various forms of payment given to employees in recognition of their services to the company are called compensation (Meilasari et al., 2020). Compensation is all income received by staff members in the form of cash, goods, or services rendered to the business, either directly or indirectly. Additional financial or non-monetary benefits, such as holiday allowances and pensions, are provided to all employees in accordance with the company's policies and initiatives to improve their well-being (Dahlia and Fadli, 2022).

2.4. Organisational Communication

Communication is the process of conveying and obtaining information from one person to another. Organisational communication is the process that takes place within an organisation. This process involves communication between managers and staff members and other individuals in an organisation. The purpose of this communication is to reach a common understanding, coordinate tasks, and achieve organisational goals effectively (Meltareza, 2023). In essence, communication that occurs within an organisational environment is called organisational communication. The communication process that takes place in an organisation with the aim of maintaining congruence or goodwill and coordination among interested parties is known as organisational communication (Ferdiansyah & Sary, 2021).

3. RESEARCH METHODS

Non-educational personnel of Mahaputra Muhammad Yamin University Solok became the object of this research. This research uses quantitative methodology. The research sample totalled 39 people. The questionnaire was used as a data collection tool. Multiple linear regression analysis, hypothesis testing, and classical assumption testing are data analysis techniques used in this study.

4. RESULTS AND DISCUSSION

4.1. Classical Assumption Test

Classical assumption testing carried out in this study consists of normality test, multicollinearity test and heteroscedasticity test. The research results can be seen in the table below:

Table 1. Classical Assumption Test

Type of Assumption Test	Test Method	Decision Criteria	Test Results	Conclusion
Normality Test	Kolmogorov-Smirnov Test	Sig. >0,05 (data normal)	Asymp Sig (2-tailed)= 0,200	Normally distributed data
Multicollinearity Test	VIF (Variance Inflation Factor) dan Tolerance	VIF < 10 dan Tolerance >0,1	VIF X1= 3,179 VIF X2=2,906 VIF X3 =3,081 Tolerance X1= 0,315 X2=0,344 X3= 0,325	No Multicollinearity
Heteroscedasticity Test	Scatter Plot	The dots are scattered randomly and have no clear pattern.	The points on the scatterplot are randomly scattered	No Heteroscedasticity

Source: Data Processed with SPSS Version 22

4.2. Normality Test Results

Asymp Sig (2-tailed) As shown in table 1. has a sig value of 0.200, which is greater than 0.05. So that the data is normally distributed, in accordance with the justification previously described for the Kolmogorov-Smirnov Test normality test.

4.3. Multicollinearity Test Results

The VIF test results for the independent variables are displayed based on the data in the table above. The results explain if the VIF value indicator remains below 10, and the tolerant value is more than 0.10. so that the variables are said to be free from multicollinearity symptoms.

4.4. Heteroscedasticity Test Results

The results of the heteroscedasticity test show that the points are scattered randomly and do not have a clear pattern. Thus, it can be concluded that this regression model does not show heteroscedasticity.

Table 2. Multiple Linear Regression Analysis Test, Hypothesis Test, R Square

Variable	B	T _{value}	Sig	f _{value}	sig	r square
Constant	8,510	2,277	,029			
Workload (X1)	,486	3,074	,004			
Compensation (X2)	,219	1,731	,092	28,339	,000	,708
Organisational communication (X3)	,126	,838	,408			

Source: Data Processed with SPSS Version 22

4.5. Multiple Linear Regression Analysis

Based on the research results, the multiple linear regression equation is as follows:

$$Y = 8,510 + 0,486X1 + 0,219X2 + 0,126X3 + e$$

The multiple linear regression equation above can be checked in the manner described below:

The constant of 8.510 units means that the job satisfaction of non-educational personnel at Mahaputra Muhammad Yamin University will have a fixed value of 8.510 units if the Workload variable (X1), Compensation (X2), and Organisational Communication (X3) have a fixed value or zero.

The regression coefficient is 0.486 units for the Workload variable (X1). Job Satisfaction of Non-Educational Personnel at Mahaputra Muhammad Yamin University will increase by 0.486 units if workload (X1) increases by one unit, provided that all other factors remain the same.

The Compensation variable (X2) has a regression coefficient of 0.219 units. Job Satisfaction of Non-Educational Personnel at Mahaputra Muhammad Yamin University will increase by 0.219 units if compensation (X2) increases by one unit, provided that all other factors remain the same.

The Organisational Communication variable (X3) has a regression coefficient of 0.126 units. Job Satisfaction of Non-Educational Personnel at Mahaputra Muhammad Yamin University will increase by 0.126 units if Organisational Communication (X3) increases by one unit, provided that all other factors remain the same.

4.6. Coefficient of Determination (R²)

Workload (X1), Compensation (X2), and Organisational Communication (X3) have an influence of 70.8% on Job Satisfaction (Y), based on the R Square value in the table of 0.708. Other factors beyond the scope of this study accounted for the remaining 29.2%.

4.7. Hypothesis Testing with Partial Significance Test (T Test)

a. The Effect of Workload on Job Satisfaction

Based on the findings of the analysis, H1 can be accepted because the t_{value} is $3.074 > t_{table} 2.03011$ and the sig value is $0.004 < 0.05$. This indicates Job Satisfaction is influenced by Workload. Research shows that by balancing job duties, personal skills, and organisational support, efficient workload management plays an important role in increasing the job satisfaction of non-teaching employees in higher education. In addition, a more pleasant and productive work environment can increase employee enthusiasm and performance. This can be achieved through fair distribution of tasks, flexible work schedules, and provision of adequate resources.

b. Effect of Compensation on Job Satisfaction

Compensation (X2) has no significant effect on job satisfaction of non-educational staff at Mahaputra Muhammad Yamin University, it can be concluded that H2 is rejected based on the t_{value} of the Compensation variable of $1.731 < t_{table} 2.03011$ and sig $0.092 > 0.05$. The research findings indicate that job satisfaction is not directly influenced by compensation. Employees' perceptions that the compensation they receive is standard, the existence of other factors that have a greater impact on job satisfaction, such as workload, work environment, or relationships between colleagues, and the potential that non-educational personnel prioritise other aspects of their jobs, such as job stability and work-life balance, can all have an impact on this condition.

c. Effect of Organisational Communication on Job Satisfaction

Job satisfaction is not significantly influenced by the Organisational Communication Variable (X3). Non-Educational Personnel at Mahaputra Muhammad Yamin University, according to the calculated t value of $0.838 < t_{table} 2.03011$ and sig value of $0.408 > 0.05$. Thus, H3 is rejected. According to this finding, non-teaching employees are more likely to rely on organised work processes, clarity of tasks, and balance between their rights and responsibilities than on the efficiency of internal communication.

d. Hypothesis Testing with Simultaneous Significant Test (F Test)

Referring to the table above, H4 can be accepted because the F_{value} is $28.339 > F_{table} 3.27$ and the Sig value is $0.000 < 0.05$. The results show that Workload, Compensation, Organisational Communication, all have an impact on job satisfaction at the same time.

5. CONCLUSIONS

Based on the findings and discussions in this study, several conclusions can be drawn. First, workload has a significant impact on the job satisfaction of non-educational staff at Mahaputra Muhammad Yamin University. On the other hand, compensation and organisational communication do not have a significant individual effect on job satisfaction. However, when considered together—workload, compensation, and organisational communication—these factors collectively influence the job satisfaction of non-educational personnel at Mahaputra Muhammad Yamin University in Solok.

In light of these findings, several recommendations are proposed to improve the studied components. It is important to manage employee workload more proportionally in order to prevent a decline in job satisfaction. This can be achieved through periodic evaluations that consider the complexity of tasks and the balance between academic and administrative responsibilities. Additionally, the compensation system should be reviewed to ensure that existing policies align with the needs and expectations of employees. Finally, improving the effectiveness of organisational communication is essential to support coordination and collaboration in the workplace. Special attention should be given to ensuring clarity in the communication flow between leadership and staff, as well as fostering openness in the exchange of aspirations and feedback, to build a more effective and harmonious communication environment.

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