

## The Influence of Workload and Job Skills on Employee Job Satisfaction with Compensation as An Intervening Variable at The Medan Religious Training Center

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### Abstract

Human resources play a very important role in determining the progress of a country. Even though the country has abundant natural resources, if it is not supported or supported by quality human resources, the country will not be able to progress. The type of research used was associative quantitative research, this research was conducted at the Medan Religious Education and Training Center office, the research population was 72 employees and the sample technique used was saturated sample technique because it counted all populations as samples, data collection used was distributing questionnaires, the research model this is a path analysis with a measuring tool using smart PLS version 3.3.3. The results of this study are as follows: Workload has a significant negative effect on job satisfaction. Workload has a positive and significant effect on Compensation. Work Skills have a positive and significant effect on Job Satisfaction. Work Skills has a positive and significant effect on Compensation. Compensation has a positive and significant effect on job satisfaction. Workload has a positive and significant effect on Job Satisfaction through Compensation. Work Skills have a positive and significant effect on Job Satisfaction through Compensation.

**Keywords** | Workload, Work Skills, Compensation

### INTRODUCTION

Human resources play a very important role in determining the progress of a country. Even though the country has abundant natural resources, if they are not supported or supported by quality human resources, the country will not be able to progress. So many experts state that human resources (HR) are a central factor in an organization or institution, created based on various visions for the benefit of humans and in carrying out their mission they are also managed and managed by humans. So, humans are a strategic factor in all organizational or institutional activities. In the preamble to the 1945 Constitution of the Republic of Indonesia, it is stated that one of the objectives of the Unitary State of the Republic of Indonesia (NKRI) is to make the nation's life intelligent. The establishment of the Ministry of Religion is proof that religion is an important element and is functionally related to state life. In line with the preamble to the 1945 law article 29 paragraphs 1 and 2, the Ministry of Religion was formed to protect religious interests and religious life.

Workload is a worker's demands when receiving requests, orders or demands that will result in a form and level of performance. So indirectly, worker productivity is influenced by the workload they receive, which is indicated through their performance. The workload received by workers can be in the form of physical workload, such as exposure to environmental temperature, noise, lighting which has an impact on the worker's body metabolism from heart rate, oxygen consumption, body temperature and so on which looks more concrete and close to aspects of occupational safety and health. Workload can also be



in the form of mental workload which is indicated to be more subjective to each worker subject, such as time, effort, stress, and so on. Accuracy and precision are the main goals of chemical laboratory analysis results. Human factors are one of the most important factors in chemical analysis to obtain accurate and precise results. Chemical laboratory analysis services have started to become a reference for companies to obtain product certification or control the company's quality and processes.

Collaboration skills are something that society really needs in today's life. It is said that because almost all social behavior shows cooperation, regardless of differences in ethnicity, religion, race, men and women, and class. Cooperation skills will be realized in social life if students are trained from an early age through the learning process at school. There are many ways that learning can be done to create cooperation, for example by dividing work groups and responsibilities. Many employees in a company do not achieve job satisfaction. It is not uncommon for leaders not to know the factors that cause dissatisfaction so that employees feel dissatisfied at work. Many companies experience problems with employee satisfaction ranging from lack of incentives, uncomfortable workplaces to problems with employee promotions. If left unchecked, there will be a very high turnover rate. According to Nugroho (2013) job satisfaction can reduce employee turnover rates and increase work performance, job satisfaction is very important to research which will later have an impact on the company.

People who express high satisfaction with their work tend to be more productive, have high involvement and are less likely to resign compared to employees who feel less satisfaction (Sowmya, 2011: 65). Compensation is something that employees receive as a sign of remuneration for their services to the organization. Providing compensation is one of the HRM functions that is related to giving awards in exchange for carrying out tasks within the company. Providing compensation is very important in advancing the company. Employees want to work well because they have a goal, namely so that the employee gets adequate compensation for his life.

With fair and appropriate compensation received by employees, employees will be motivated to work as well as possible and responsibly because their needs are met. Compensation is something received by employees, whether in the form of money or non-money as remuneration for the employee's efforts (employee contribution) that they provide to the organization. This compensation can be divided into direct and indirect forms of compensation. Direct financial compensation consists of salary, bonuses, and overtime pay. Indirect financial compensation, which is also called allowances, includes all financial rewards that are not included in direct compensation such as insurance programs, holiday allowances or THR, meal allowances, and transportation allowances (Simamora 2004).

The phenomenon that occurs at the Medan Religious Education and Training Center is that there is a workload on some employees because they do more than one job when the employee is not ready to do the work, the boss orders and gives new tasks to the employees so that the employees feel burdened so that the employees feel dissatisfied with their work because they have a lot of work to do. given, but apart from that, employees are forced to do it just to get the compensation that has been promised. Sometimes an employee is asked to

do another job because his work skills are very good and he can finish it quickly, so the boss gives compensation individually so that satisfaction at work is conveyed, but doing this often makes employees bored. when there is still work, they are even told to do new work, this is what makes employees feel dissatisfied at work even though they are given compensation.

## **LITERATURE REVIEW**

### **Workload**

According to Koesomowidjojo (2017), workload is all forms of work given to human resources to be completed within a certain period of time. According to Tarwaka (2017), the definition of workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time.

### **Workload Indicator**

According to Koesomowidjojo (2017), there are several dimensions and indicators that can determine the amount of workload in a company that must be accepted by employees, including the following:

- a. Working Conditions The working conditions in question are how an employee understands the job well.
- b. Use of Working Time Working time in accordance with SOP (Standard Operating Procedure) can minimize employee workload.
- c. Targets that must be achieved The work targets set by the company will of course directly influence the workload received by employees.

### **Job Skills**

Skills are abilities that must be mastered by every employee as a provision for achieving various achievements in their work. Employee skills according to Wahyudi (2018). According to Amirullah and Budiyo (2014) explain that "Skill is the ability to translate knowledge into practice so that the desired goal is achieved."

### **Job Skills Indicators**

Dimensions and indicators of skills according to Wahyudi (2018) are divided into dimensions and indicators as follows: Dimensions of skills, with indicators as follows:

- a. Skills in mastering work
- b. Ability to complete work
- c. Accuracy in completing work
- d. Experience in completing work

### **Compensation**

Meanwhile, according to Wibowo (2014), compensation is the number of packages offered by an organization to workers as a reward for using their workforce. According to Edison et al (2017) Compensation is something that employees receive for the services they



contribute to their work. Based on the opinions of the experts above, it can be concluded that employee compensation is any form of payment or reward given to employees and arises from the employee's employment with the aim of increasing the employee's motivation and providing the best results for the company.

### **Compensation Indicator**

Compensation has measurements in its provision. Indicators for providing compensation by organizations to employees certainly vary. According to Edison, et al., (2017) compensation indicators are divided into two, namely:

1. Normative compensation Normative compensation is the minimum compensation that must be received, which consists of:
  - a. Salary or wages
  - b. Fixed allowances
2. Policy compensation Policy compensation is compensation that is based on special policies and considerations, such as
  - a. professional allowance,
  - b. Meal allowances,
  - c. transport allowance,
  - d. Bonus
  - e. Leave money

### **Job satisfaction**

Job satisfaction is a positive attitude from workers including feelings and behavior towards their work through assessing one's work as a sense of appreciation in achieving one of the important work values (Afandi, 2018). According to Nuraini, (2013), job satisfaction is job satisfaction enjoyed in work that receives praise, work results, placement, treatment, equipment and a good work environment.

### **Job Satisfaction Indicators**

According to (Afandi, 2018), indicators of job satisfaction are as follows:

- a. Work. Does the content of the work someone does have satisfying elements?
- b. Wages. The amount of payment a person receives as a result of carrying out work is in accordance with the needs that are felt to be fair.
- c. Promotion. The possibility that someone can develop through promotion. This relates to whether there are opportunities to gain career advancement while working.
- d. Supervisor. Someone who always gives orders or instructions in carrying out work.
- e. Work colleague. Someone always interacts in carrying out work. A person can find his co-workers very pleasant or unpleasant.

## **METHOD**

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2013). In this

research, the exogenous variables are Work Load (X1) and Work Skills (X2). Meanwhile, the endogenous variable is Job Satisfaction (Y) and the Intervening Variable is Compensation Results (Z). This research was carried out at the Medan Religious Education and Training Center. This research was carried out from March 2023 to July 2023. According to Sugiyono (2018), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then the conclusion drawn is that the population used was 72 employee.

According to Sugiyono (2018), the sample is part of the number and characteristics of the population. If the population is large, and it is impossible for researchers to study everything in the population, for example due to limited funds, energy and time, then researchers can use samples taken from that population. However, in this research, because the population is relatively small, the sampling technique used is a saturated sampling technique, which involves all respondents to be the sample, meaning the sample that will be used is 72 employees.

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software which is run on a computer.

#### ***Measurement Model (Outer Model)***

The procedure for testing the measurement model consists of a validity test and a reliability test. The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable.

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

#### ***Structural Model (Inner Model)***

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:



### 1. Coefficient of Determination / R Square (R<sup>2</sup>)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2012). The R<sup>2</sup> value is generally between 0 and 1.

### 2. Predictive Relevance (Q<sup>2</sup>)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q<sup>2</sup> value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

### 3. t-Statistics

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2012) the t table value criteria is 1.96 with a significance level of 5%.

### 4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

### 5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

## RESULTS AND DISCUSSION

### Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

#### 1. Convergent Validity

This test is seen from the loading factor, the limit value is 0.7, and the limit value for Average Variance Extracted (AVE) is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct

variable with a value > 0.7. The structural model in this research is shown in the following figure:

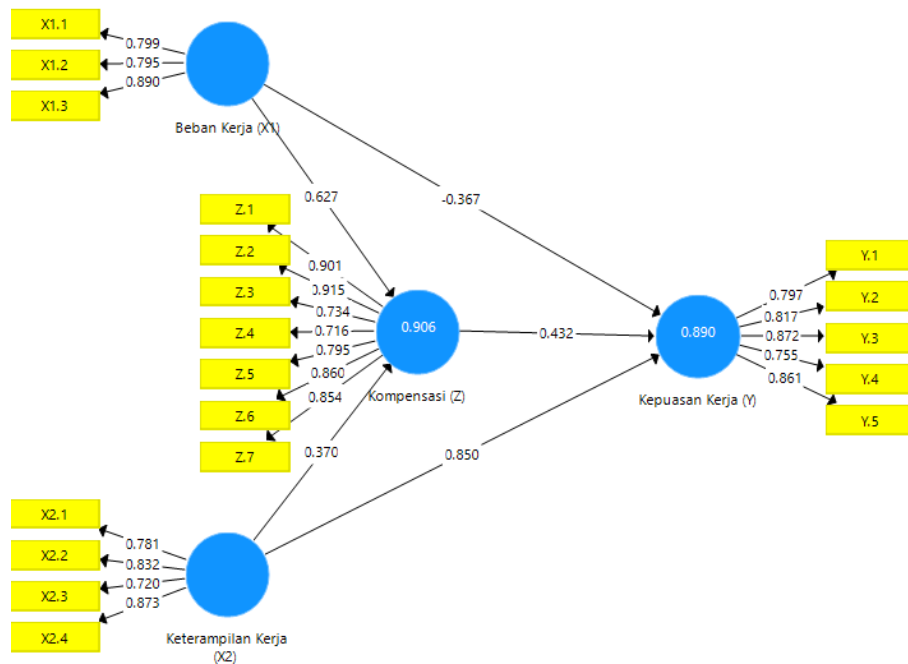


Figure 1. Outer Model  
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1:

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.627X_1 + 0.370 X_2 + e_1$$

For substructure 2:

$$Y = b_3X_2 + b_4X_1 + b_5Z + e_2$$

$$Y = 0.850X_2 - 0.367X_1 + 0.432Z + e_2$$

Table 1. Outer Loadings

	Workload (X1)	Job Satisfaction (Y)	Job Skills (X2)	Compensation (Z)
X1.1	0.799			
X1.2	0.795			
X1.3	0.890			
X2.1			0.781	
X2.2			0.832	
X2.3			0.720	
X2.4			0.873	
Y.1		0.797		



Y.2		<b>0.817</b>	
Y.3		<b>0.872</b>	
Y.4		<b>0.755</b>	
Y.5		<b>0.861</b>	
Z.1			<b>0.901</b>
Z.2			<b>0.915</b>
Z.3			<b>0.734</b>
Z.4			<b>0.716</b>
Z.5			<b>0.795</b>
Z.6			<b>0.860</b>
Z.7			<b>0.854</b>

Source: Smart PLS 3.3.3

In the table above there is a value for each variable, it is stated that the indicator for each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue with further research.

## 2. Discriminate Validity

Further research will determine valid data using Discriminate Validity, aiming to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with the construct. The following table shows the cross loading results from validity testing as follows:

**Table 2. Discriminant Validity**

	Workload (X1)	Job Satisfaction (Y)	Job Skills (X2)	Compensation (Z)
X1.1	0.799	0.564	0.619	0.714
X1.2	0.795	0.552	0.621	0.781
X1.3	<b>0.890</b>	0.679	0.772	0.808
X2.1	0.686	0.718	0.781	0.652
X2.2	0.621	0.828	0.832	0.739
X2.3	0.638	0.544	0.720	0.671
X2.4	0.681	0.866	<b>0.873</b>	0.761
Y.1	0.611	0.797	0.764	0.676
Y.2	0.544	0.817	0.762	0.679
Y.3	0.689	<b>0.872</b>	0.815	0.820
Y.4	0.515	0.755	0.665	0.559
Y.5	0.607	0.861	0.811	0.692
Z.1	0.744	0.872	0.839	0.901
Z.2	0.748	0.862	0.841	<b>0.915</b>



Z.3	0.593	0.618	0.602	0.734
Z.4	0.802	0.565	0.632	0.716
Z.5	0.794	0.538	0.622	0.795
Z.6	0.837	0.661	0.716	0.860
Z.7	0.861	0.689	0.795	0.854

Source: Smart PLS 3.3.3

It can be seen in the table above showing the value of the cross loading factor for each variable and the indicators. It can be explained that the cross loading value of each variable has a greater value than the cross loading of other latent variables for each variable, meaning that this research is discriminantly valid. .

### 3. Composite reliability

In composite reliability research to look at each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliable. There are several blocks to determine whether the research is reliable or not and valid or not, including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

**Table 3. Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Workload (X1)	0.771	0.868	0.687
Job Satisfaction (Y)	0.879	0.912	0.675
Job Skills (X2)	0.816	0.879	0.646
Compensation (Z)	0.922	0.938	0.686

Source: Smart PLS 3.3.3

In table 3 above, it can be seen in the Cronbach alpha column that the value for each variable is greater than 0.7, which means that the reliability data is reliable for the variable. The composite reliability column has a value greater than 0.6 so it can be explained that each variable is considered reliable because the data is greater than 0.6. You can see from the AVE column that each variable has a value greater than 0.7, which means the data is valid in AVE terms. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so they are considered reliable and valid.

### Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and correct. The inspection stages carried out in the primary model assessment can be seen from several markers, namely:



## 1. Coefficient of Determination (R<sup>2</sup>)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

**Table 4. R Square Results**

	R Square	Adjusted R Square
<b>Job Satisfaction (Y)</b>	0.890	0.885
<b>Compensation (Z)</b>	0.906	0.903

Source: Smart PLS 3.3.3

There is an R square value in the table above and the explanation is as follows. The R square value for the Job Satisfaction variable is 0.890 and the percentage is 89.0%, meaning that the influence of the workload, work skills and compensation variables on compensation is 89.0% and the rest is on other variables. The R square value of the Compensation variable is 0.903 and the percentage is 90.6%, meaning that the influence of the workload and work skills variables on compensation is 90.6% and the rest is on other variables.

## 2. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between the idle builds as suspected in this review. Speculation testing in this review was carried out by looking at T-Statistics and P-Values. Speculation was announced admitting whether T-Insights values > 1.96 and P-Values < 0.05. Next are the consequences of the direct impact Path Coefficient:

**Table 5. Path Coefficients (Direct Influence)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
<b>Workload (X1) -&gt; Job Satisfaction (Y)</b>	-0.367	3,103	<b>0.002</b>	<b>Accepted</b>
<b>Workload (X1) -&gt; Compensation (Z)</b>	0.627	9,057	<b>0,000</b>	<b>Accepted</b>
<b>Job Skills (X2) -&gt; Job Satisfaction (Y)</b>	0.850	8,609	<b>0,000</b>	<b>Accepted</b>
<b>Job Skills (X2) -&gt; Compensation (Z)</b>	0.370	4,967	<b>0,000</b>	<b>Accepted</b>
<b>Compensation (Z) -&gt; Job Satisfaction (Y)</b>	0.432	2,248	<b>0.025</b>	<b>Accepted</b>

Source: Smart PLS 3.3.3

In table 5 above there are hypothesis results whose P value shows a value smaller than 0.05, meaning the hypothesis can be accepted, the explanation is as follows:

1. Workload has a significant negative effect on Job Satisfaction with an original sample value of -0.367 and a P value of 0.002, meaning that if the workload increases, job satisfaction will decrease, conversely, if it decreases, job satisfaction will increase.
2. Workload has a positive and significant effect on compensation with an original sample value of 0.627 and a P value of 0.000, meaning that if there is more work, compensation will be greater and if workload decreases, compensation will also decrease.
3. Job Skills have a positive and significant effect on Job Satisfaction with a value of 0.850 and a P value of 0.000, meaning that if job skills increase, job satisfaction will also increase and if they decrease, job satisfaction will also decrease.
4. Work Skills have a positive and significant effect on Compensation with a value of 0.370 and a P value of 0.000, meaning that if work skills increase then compensation also increases and if work skills decrease then compensation also decreases.
5. Compensation has a positive and significant effect on Job Satisfaction with an original sample value of 0.432 and a P value of 0.025, meaning that with compensation, job satisfaction increases and if compensation decreases, job satisfaction also decreases.

**Table 6. Path Coefficients (Indirect Influence)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
<b>Workload (X1) -&gt; Compensation (Z) -&gt; Job Satisfaction (Y)</b>	0.271	2,255	<b>0.025</b>	<b>Accepted</b>
<b>Job Skills (X2) -&gt; Compensation (Z) -&gt; Job Satisfaction (Y)</b>	0.160	1,901	<b>0.058</b>	<b>Rejected</b>

Source: Smart PLS 3.3.3

Table 6 above shows the results of the hypothesis indirectly and can be explained as follows:

1. Workload has a positive and significant effect on Job Satisfaction through Compensation with a value of 0.271 and a P value of 0.025, meaning that compensation is able to influence variables willing to accept excessive workload.
2. Work Skills have a positive and significant effect on Job Satisfaction through Compensation with an original sample value of 0.271 and a P value of 0.058, meaning that compensation is not able to influence variables X2 and Y significantly therefore without compensation work skills still have an effect on job satisfaction.

## CLOSING

### Conclusion

The conclusions of this research are as follows:



1. Workload has a significant negative effect on Job Satisfaction at the Medan Religious Training Center
2. Workload has a positive and significant effect on compensation at the Medan Religious Training Center
3. Job Skills have a positive and significant effect on Job Satisfaction at the Medan Religious Training Center
4. Work Skills have a positive and significant effect on Compensation at the Medan Religious Training Center
5. Compensation has a positive and significant effect on Job Satisfaction at the Medan Religious Training Center
6. Workload has a positive and significant effect on Job Satisfaction through Compensation at the Medan Religious Training Center
7. Job Skills have a positive and significant effect on Job Satisfaction through Compensation at the Medan Religious Training Center

### **Suggestion**

1. The organization must be fair in providing workload to employees. If the workload is beyond their job desk, the organization must provide compensation for fatigue at work to increase their commitment to the organization.
2. Organizations must highly appreciate employees who have high work skills to be able to maintain employee performance.
3. The organization must provide compensation that is appropriate to the work and the extra work load given so that employees do not feel unappreciated by the organization.
4. The organization must create a place where employees feel satisfied working there because the organization treats employees fairly.

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