



### The Influence of Workload, Motivation, and Organizational Commitment on Job Satisfaction at Perumdam Tirta Argapura

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#### ABSTRACT

The stability of human resources in public utility sectors is vital for operational success and service delivery. This study aims to analyze the specific influence of workload, motivation, and organizational commitment on the job satisfaction of employees at Perumdam Tirta Argapura in Probolinggo Regency. Employing a quantitative approach, this research utilizes a saturation sampling technique that includes the entire population of the workforce to ensure a comprehensive dataset without sampling bias. Data collection was conducted through questionnaires using a Likert scale, and the subsequent analysis was performed using structural equation modeling software to test the proposed hypotheses. The empirical results demonstrate that workload has a positive and significant impact on job satisfaction, indicating that manageable task distribution enhances employee well-being. Furthermore, the findings reveal that motivation significantly boosts satisfaction, while organizational commitment also proves to be a strong determinant, fostering a sense of loyalty that translates into professional contentment. These outcomes suggest that to maintain high levels of satisfaction, the management must effectively balance physical and mental demands while simultaneously nurturing internal drive and institutional loyalty. The study provides a theoretical and practical contribution to human resource management in regional government-owned enterprises.

**Keywords:** Workload, Motivation, Organizational Commitment, Job Satisfaction, Human Resource Management.

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#### 1. INTRODUCTION

Perumdam Tirta Argapura in Probolinggo Regency acts as a vital public utility provider responsible for the distribution of clean water, a resource fundamental to the region's health and economic stability. In managing such a crucial service, the role of human resources is paramount, as the organization relies heavily on its workforce to maintain operational efficiency and service quality. However, the operational reality at Perumdam Tirta Argapura presents unique challenges; employees often face fluctuating demands that range from technical field repairs to complex administrative tasks. This dynamic environment places significant pressure on the workforce, where the balance between physical resources—such as funds and equipment—and human capital must be meticulously maintained to ensure organizational stability.



The sustainability of this organization depends not only on its infrastructure but significantly on the psychological and professional state of its 36 employees. Observations suggest that the level of Job Satisfaction among employees is a critical determinant of their performance, yet this satisfaction is constantly tested by external and internal pressures. Specifically, the distribution of tasks, if not managed correctly, transforms into a heavy Workload that exceeds employee capacity, potentially degrading their satisfaction. Conversely, strong Motivation and unwavering Organizational Commitment serve as potential buffers that can enhance resilience and satisfaction. Understanding the interplay of these factors is essential for the management of Perumdam Tirta Argapura to foster a work environment that not only demands performance but also supports the psychological well-being of its staff.

**Literature Review and Previous Research.** Job Satisfaction is the cornerstone of employee retention and performance, defined by Priyono and Marnis (2016) as an emotional response where an employee feels a sense of pleasure and love for their duties. Within the specific context of Perumdam Tirta Argapura, this variable is critical as it reflects the alignment between the rewards provided by the institution—both material and non-material—and the expectations of the workforce. When this alignment is achieved, it manifests in high responsibility, regularity, and task achievement. However, this state is fragile and is heavily influenced by the antecedents of workload, motivation, and commitment, making it the central endogenous variable of this inquiry.

Workload represents a significant factor in the utility sector, described by Akob in Budiasa (2021) as the employee's perception of activities that must be completed within a specific timeframe. In the object of this research, workload becomes a burden when employees fail to adapt to assigned responsibilities, leading to a perception that tasks are beyond their capabilities. The indicators utilized to measure this variable, adopted from Hart and Staveland in Budiasa (2021), include physical demand, effort, mental demand, temporal demand, frustration level, and performance. Previous research by Widiantoro and Gaol (2024) at the Directorate General of Land Transportation Secretariat proved that workload has a significant influence on job satisfaction, a finding this study seeks to re-examine in the context of a regional water utility.

Motivation serves as the internal drive for the employees, defined by Wijaya and Rifa'i (2016) as an inner state that moves a person to act to ensure the achievement of a goal. For Perumdam Tirta Argapura, motivation explains why employees behave the way they do, often driven by a mix of internal energy and external factors as noted by Yatiningsrum et al. (2016). The indicators for this variable follow Maslow's hierarchy as cited by Priyono and Marnis (2016), encompassing physiological needs, safety, social needs, esteem, and self-actualization. This aligns with previous studies, such as the work of Eva and Suharini (2024) at PT KB Bank Tbk, which proved that motivation significantly impacts job satisfaction.

Organizational Commitment is the degree to which an employee identifies with the institution and wishes to maintain membership, a concept crucial for the stability of Perumdam Tirta Argapura. As defined by Lydia et al. (2018), it represents loyalty and a desire to give the best to the organization, arising from a routine understanding of the agency's conditions. This variable is measured using indicators proposed by Putri and Frianto (2023), namely affective commitment, continuance commitment, and normative commitment. Previous research by Sandy et al. (2023) at the Education and Culture Office of Samarinda demonstrated that organizational commitment has a positive influence on job satisfaction, providing a theoretical basis for its inclusion in this study.

**Gap Analysis and Novelty Statement.** Despite the breadth of existing literature linking workload, motivation, and commitment to job satisfaction, a significant gap remains regarding the specific interplay of these variables within regional water utility enterprises (Perumdam) in Indonesia. Most prior studies, such as those by Widiantoro and Gaol (2024) or Eva and Suharini (2024), focus on central government bodies or the banking sector, contexts which differ vastly from



the operational realities of a local water utility like Tirta Argapura. There is a lack of research that simultaneously tests these specific predictors—ranging from the physical and mental demands of workload to the psychological hierarchy of motivation—against job satisfaction within a small, specialized population where every employee's role is critical.

This study offers novelty by addressing this gap through a quantitative approach focused exclusively on Perumdam Tirta Argapura Kabupaten Probolinggo. The research utilizes a saturation sampling technique, involving the entire population of 36 employees, to provide a holistic and bias-free view of the organizational dynamics. Furthermore, this study uniquely combines the variable of Workload with Motivation and Organizational Commitment to analyze their collective impact on Job Satisfaction in a post-pandemic public service environment. This specific combination of variables and the distinct locus of the research provide new empirical insights that can inform human resource policies for regional owned enterprises in the water sector.

**Research Objectives.** The primary objective of this research is to analyze the significant influence of Workload, Motivation, and Organizational Commitment on the Job Satisfaction of employees at Perumdam Tirta Argapura Kabupaten Probolinggo. Specifically, it aims to empirically test whether the burden of work tasks, the level of internal drive, and the depth of loyalty to the organization individually and collectively affect the emotional satisfaction of the workforce, thereby providing a data-driven basis for managerial decision-making to improve employee welfare and service output.

**Hypothesis.** Based on the theoretical framework and empirical evidence from previous studies, this research proposes three hypotheses regarding the determinants of job satisfaction. First, it is hypothesized (H1) that Workload has a positive and significant influence on Job Satisfaction, positing that the management of tasks directly correlates with how employees feel about their jobs. Second, it is hypothesized (H2) that Motivation has a positive and significant influence on Job Satisfaction, suggesting that higher internal and external drives lead to greater satisfaction. Finally, it is hypothesized (H3) that Organizational Commitment has a positive and significant influence on Job Satisfaction, indicating that employees who feel a stronger bond with Perumdam Tirta Argapura experience higher levels of satisfaction in their roles.

## 2. METHOD

This study employs a quantitative strategy with a relational type to empirically test the relationships between the identified variables (Rahmansyah et al., 2021, 2022), where the quantitative method is defined as a conventional approach because it has been applied for a long time until it has become rooted as a research technique according to Sugiyono (2022, p.7), while Sujarweni (2023, p. 12) describes quantitative research as a form of study that produces findings through statistical mechanisms or other measurement-based methods. Regarding the population and sample, the specimen determination method applied in this research is non-probability sampling with a saturated sampling technique that involves the entire population totaling 36 employees at the Perumdam Tirta Argapura in Probolinggo Regency. In this framework, non-probability sampling is understood as a respondent selection procedure that provides an equal opportunity for every element of the population to be chosen, and saturated sampling is specifically defined as a technique where all members of the population are utilized as research samples. For the instrument and data collection techniques, this research employs a questionnaire using a Likert scale measurement, where a questionnaire is defined as a data collection technique tool carried out by giving a set of written questions or statements to respondents to be answered as stated by Sujarweni (2023, p. 98). Finally, regarding the data analysis technique, the data is processed and tested using the SmartPLS 4 application to prove the relationship between research variables



(Dhany & Rahmansyah, 2022; Hudzafidah, Dhany, et al., 2023; Rahmansyah, Hudzafidah, et al., 2024), specifically analyzing the exogenous variables of Workload, Motivation, and Organizational Commitment against the endogenous variable of Job Satisfaction; this analysis includes convergent validity tests requiring loading factors above 0.7, average variance extracted (AVE) values greater than 0.5, and reliability tests showing Composite Reliability above 0.8 and Cronbach's alpha above 0.5, followed by hypothesis testing using bootstrapping to generate t-statistics greater than 1.96 and p-values less than 0.05 to ensure the positive and significant influence of the independent variables on the dependent variable (Dhany et al., 2025; Hudzafidah, Rahmansyah, et al., 2023; Rahmansyah, Dhany, et al., 2024; Rahmansyah & Dhany, 2023).

### 3. RESULTS AND DISCUSSION

#### RESULTS

Table 1. Convergent Validity Test Values

Variable	Indicator	Loading Factor	Criteria	Description
Workload (X1)	X1.1	0.702	> 0.7	Valid
	X1.2	0.772	> 0.7	Valid
	X1.3	0.732	> 0.7	Valid
	X1.4	0.825	> 0.7	Valid
	X1.5	0.71	> 0.7	Valid
	X1.6	0.865	> 0.7	Valid
Motivation (X2)	X2.1	0.788	> 0.7	Valid
	X2.2	0.746	> 0.7	Valid
	X2.3	0.832	> 0.7	Valid
	X2.4	0.724	> 0.7	Valid
	X2.5	0.756	> 0.7	Valid
Organizational Commitment (X3)	X3.1	0.778	> 0.7	Valid
	X3.2	0.916	> 0.7	Valid
	X3.3	0.876	> 0.7	Valid
Job Satisfaction (Y)	Y1	0.843	> 0.7	Valid
	Y2	0.931	> 0.7	Valid
	Y3	0.789	> 0.7	Valid
	Y4	0.918	> 0.7	Valid

Based on Table 1, it can be stated that all indicators achieve the level of convergent validity because the results indicate that the loading factor values required to reach the convergent validity level have been fulfilled, with all values exceeding 0.7.

Table 2. Average Variance Extracted (AVE) Test Values

Variable	AVE	Criteria	Description
Workload (X1)	0.593	> 0.5	Valid
Motivation (X2)	0.593	> 0.5	Valid
Organizational Commitment (X3)	0.737	> 0.5	Valid
Job Satisfaction (Y)	0.761	> 0.5	Valid

Based on Table 2, all variables possess an Average Variance Extracted (AVE) value greater than 0.5, which is interpreted as meeting the criteria for discriminant validity.

Table 3. Composite Reliability Test Values

Construct	Composite Reliability	Criteria	Description
Workload (X1)	0.897	> 0.8	Reliable
Motivation (X2)	0.879	> 0.8	Reliable
Organizational Commitment (X3)	0.893	> 0.8	Reliable
Job Satisfaction (Y)	0.927	> 0.8	Reliable



Table 3 proves that the Composite Reliability values are in accordance with the standard, being greater than 0.8, which means that all constructs successfully meet the criteria for high reliability.

Table 4. Cronbach's Alpha Test Values

Variable	Cronbach's alpha	Criteria	Description
Workload (X1)	0.868	> 0.5	Reliable
Motivation (X2)	0.828	> 0.5	Reliable
Organizational Commitment (X3)	0.823	> 0.5	Reliable
Job Satisfaction (Y)	0.894	> 0.5	Reliable

In Table 4, it is demonstrated that the Cronbach's Alpha values have met the established criteria and possess very good reliability across all variables.

Table 5. R-Square Test Values

Construct	R-Square	R-Square adjusted	Description
Job Satisfaction (Y)	0.649	0.616	Moderate

Table 5 shows the adjusted R-square value for the Job Satisfaction (Y) construct model is 0.616; this means that the ability of the variables Workload (X1), Motivation (X2), and Organizational Commitment (X3) to explain Y (Job Satisfaction) is 61.6%, thus the model is classified as moderate.

Table 6. F-Square Values

Variable	F-Square	Criteria	Description
Workload (X1) → Job Satisfaction (Y)	0.203	0.15	Moderate
Motivation (X2) → Job Satisfaction (Y)	0.213	0.15	Moderate
Organizational Commitment (X3) → Job Satisfaction (Y)	0.209	0.15	Moderate

Table 6 shows that the Workload variable (X1) on Job Satisfaction (Y) has an  $f^2$  value of 0.203, indicating that Workload has a moderate influence on Job Satisfaction; the Motivation variable (X2) on Job Satisfaction (Y) has an  $f^2$  value of 0.213, included in the moderate influence category, indicating that Motivation provides a significant enough contribution in increasing Job Satisfaction; and the Organizational Commitment variable (X3) on Job Satisfaction (Y) has an  $f^2$  value of 0.209, showing an influence in the moderate category, which means Organizational Commitment plays an important role in shaping Job Satisfaction.

Table 7. Hypothesis Test Values

Variable	Original sample (O)	T statistics	P values	Criteria	Description
X1 → Y	0.276	2.269	0.023	< 0.05	Positive & Significant
X2 → Y	0.377	2.262	0.024	< 0.05	Positive & Significant
X3 → Y	0.375	2.239	0.025	< 0.05	Positive & Significant

Based on Table 7, it can be concluded that: Hypothesis 1 is accepted as the original sample value is 0.276 with a t-statistic of 2.269 ( $> 1.96$ ) and p-value of 0.023 ( $< 0.05$ ), indicating Workload has a positive and significant effect on Job Satisfaction; Hypothesis 2 is accepted with an original sample value of 0.377, t-statistic of 2.262 ( $> 1.96$ ), and p-value of 0.024 ( $< 0.05$ ), showing Motivation has a positive and significant effect on Job Satisfaction; and Hypothesis 3 is accepted with an original sample value of 0.375, t-statistic of 2.239 ( $> 1.96$ ), and p-value of 0.025 ( $< 0.05$ ), indicating Organizational Commitment has a positive and significant effect on Job Satisfaction.

## DISCUSSION

**The Influence of Workload on Job Satisfaction.** The first hypothesis testing confirms that Workload has a positive and significant influence on Job Satisfaction at Perumdam Tirta Argapura Probolinggo Regency. Statistical analysis using SmartPLS 4 yielded an original sample value of



0.276, a t-statistic of 2.269 which is greater than the required 1.96, and a p-value of 0.023 which is well below the 0.05 threshold. These results empirically suggest that the management of tasks and the distribution of responsibilities play a crucial role in how employees perceive their professional fulfillment. When employees feel that their assignments are within their capacity to handle, it does not manifest as a burden but rather as a manageable duty, directly correlating to higher satisfaction. As cited by Akob in Budiasa (2021), workload is fundamentally the employee's perception of activities that must be completed within a specific timeframe; if a worker can adapt and complete these tasks, the condition is not viewed negatively. Conversely, as noted in the background, if a task is not successfully completed, it transforms into a psychological burden. Therefore, the positive influence here implies that appropriate workload allocation—where the physical and mental demands are balanced—enhances the emotional state of the workforce.

This finding aligns with and reinforces previous research conducted by Widiantoro and Gaol (2024) at the Directorate General of Land Transportation, which also proved that workload significantly influences job satisfaction. In the specific context of Perumdam Tirta Argapura, the workload is measured through indicators proposed by Hart and Staveland in Budiasa (2021), which include physical demand, effort, mental demand, temporal demand, frustration level, and performance. The significance of this variable indicates that the company has likely succeeded in minimizing the frustration levels and mental demands placed on its 36 employees, or that the employees have high adaptability. When the physical and mental efforts required match the employees' capabilities, the work environment becomes supportive rather than draining. Consequently, the ability of the organization to distribute tasks that do not exceed the time and energy limits of its staff is a primary driver for maintaining high levels of job satisfaction in this public utility sector.

**The Influence of Motivation on Job Satisfaction.** The second hypothesis analysis demonstrates that Motivation exercises a positive and significant influence on Job Satisfaction among the employees of Perumdam Tirta Argapura. The structural model analysis produced an original sample value of 0.377, with a t-statistic of 2.262 ( $> 1.96$ ) and a significance p-value of 0.024 ( $< 0.05$ ). This statistical evidence supports the premise that an employee's internal drive is a critical predictor of their happiness and comfort at work. Motivation acts as the fuel for organizational behavior; as described by Wijaya and Rifa'i (2016), it is an inner state that moves a person to act to ensure the achievement of a goal. At Perumdam Tirta Argapura, this means that employees who are highly motivated—whether by the desire for achievement, recognition, or mere survival—are statistically more likely to report higher satisfaction levels. This dynamic is consistent with the view of Yatiningsrum et al. (2016) in Salamullah et al. (2023), who define motivation as the desire to perform an action due to individual energy or external factors, suggesting that both internal ambition and external incentives provided by the company are functioning effectively.

The results of this study are in line with the findings of Eva and Suharini (2024) at PT KB Bank Tbk, which also established a causal link between motivation and job satisfaction. The theoretical framework utilized here relies on Maslow's hierarchy of needs as cited by Priyono and Marnis (2016), categorizing motivation into physiological, safety, social, esteem, and self-actualization needs. The positive correlation found in this study suggests that Perumdam Tirta Argapura is successfully addressing these tiered needs. By fulfilling basic physiological and safety needs through stable employment and salary, and addressing higher-level needs such as esteem and self-actualization through professional development, the organization fosters a workforce that is not only driven but deeply satisfied. This creates a virtuous cycle where high motivation leads to high satisfaction, which in turn likely feeds back into sustained motivation, ensuring that organizational targets in water distribution services are met with efficiency and enthusiasm.

**The Influence of Organizational Commitment on Job Satisfaction.** The third and final hypothesis testing reveals that Organizational Commitment has a positive and significant impact on Job Satisfaction at Perumdam Tirta Argapura Probolinggo Regency. The data processing



resulted in an original sample value of 0.375, a t-statistic of 2.239 which exceeds the critical value of 1.96, and a p-value of 0.025, which is significant at the 5% level. This finding indicates that the psychological attachment an employee feels toward the organization is a strong determinant of their job satisfaction. As defined by Lydia et al. (2018) in Fitrianingtias et al. (2024), commitment represents a level of loyalty where the employee wishes to remain a member, give their best, and maintain the institution's reputation. In the context of this regional water utility company, employees who possess a strong sense of belonging and loyalty are naturally more satisfied because their personal values align with the organization's mission of public service. This emotional bond reduces feelings of alienation and enhances the "pleasure and love" for the job, which Priyono and Marnis (2016) describe as the core of job satisfaction.

This result supports the prior research by Sandy et al. (2023) at the Education and Culture Office of Samarinda, which also found that organizational commitment influences job satisfaction. The commitment in this study was assessed using the three-component model cited by Putri and Frianto (2023): affective commitment (emotional attachment), continuance commitment (awareness of the costs of leaving), and normative commitment (obligation to stay). The significance of this variable suggests that employees at Perumdam Tirta Argapura are likely driven by a combination of emotional fondness for their workplace and a sense of duty. Wijaya and Rifa'i (2016) note that such commitment is formed from a routine understanding of the agency's conditions, creating a robust psychological process. When employees are fully committed, they view their work not just as a transactional duty but as a part of their identity, which intrinsically boosts their satisfaction levels. Thus, fostering a culture that deepens this commitment is essential for the long-term satisfaction and retention of the company's workforce.

#### 4. CONCLUSION

Based on the results of the analysis and hypothesis testing, this study concludes that workload has a positive and significant influence on job satisfaction, indicating that a manageable and well-distributed volume of tasks directly enhances the emotional fulfillment of employees at Perumdam Tirta Argapura. Second, the findings demonstrate that motivation exerts a positive and significant impact on job satisfaction, showing that employees who are driven by strong internal and external incentives experience higher levels of happiness in their roles. Third, it is empirically proven that organizational commitment has a positive and significant effect on job satisfaction, suggesting that a deep sense of loyalty and belonging to the institution fosters a more satisfied workforce. Finally, for future research, it is suggested to expand the scope by examining other potential determinants such as work environment, leadership style, or compensation to provide a broader and more comprehensive perspective on the factors driving employee satisfaction in the public utility sector.

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