The Influence of Job Satisfaction and Workload on Employee Performance at PT Citra Riau Sarana

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Abstract

This research was conducted to determine the effect of job satisfaction and workload on the performance of employees of PT. Citra Riau Sarana. The method used in this research is a descriptive method with a quantitative approach. The object of this research is all employees of PT. Citra Riau Sarana. The research location was conducted at PT. Citra Riau Sarana. The population in this study are employees of PT. Citra Riau Sarana. The samples taken in this study were 47 respondents. The sampling technique in this study was the census method technique with data analysis using the SPSS version 20 program using validity test, reliability test, multiple linear regression, partial test (t test), simultaneous test (F test), coefficient of determination (R2). Multiple regression analysis was used to test the research hypothesis. The results of the study state that the variable workload and job satisfaction have a significant effect partially and simultaneously on employee performance. And it can be concluded that the most dominant workload variable affects employee performance. The coefficient of determination (R2) is 0.771. This means that the variables of job satisfaction and workload simultaneously affect the employee performance variable by 77.1%.

Keywords	Job Satisfaction, Workload, Employee Performance

INTRODUCTION

Human resources are one very important factor that must be managed properly to increase the effectiveness and efficiency of the company. Therefore, human resource management is an activity program to obtain human resources, develop, maintain and utilize them to support the organization in achieving its goals. Given its vital role, it is appropriate for a company to carry out a human resource maintenance mechanism by paying attention to employee performance. The development of Human Resource Management is currently driven by progress in civilization, education, science, and the demands for competitiveness in the production of goods and services produced. Management of these resources is very important to achieve goals in an organization.

In this study researchers examined at PT. Citra Riau Sarana in Pekanbaru, where the company is engaged in agriculture and industrial business, the vision is to become a market leader in the field of FFB trading and to become the largest CPO and PK producer among non-garden PKS with the lowest production costs and the mission is to support the supply of CPO and PK raw materials to Refinery PK Crushing division. For this reason, competent human resources are needed.

To find out employee performance evaluations, factory employee performance appraisals are carried out at PT Citra Riau Sarana in Pekanbaru, and the result is that every year employee performance has decreased significantly, this will certainly disrupt the company's work targets. In evaluating employee performance which is still not optimal and the lowest is seen in achieving targets, both individually and in groups and it is seen that

employee work effectiveness is not optimal, of course this will have an impact on the running of the company both in the short and long term. If employees are not effective in completing work, it will have an adverse impact on the company's work productivity where targets are not implemented as desired by the company.

The lack of maximum work potential for employees can be seen from the quality of the work that is not in accordance with the quality targets expected by the management of PT. Citra Riau Facility Pekanbaru. There are several employees who are effective and efficient in utilizing working time, such as: lack of discipline, not being present on time at work hours, not being present without explanation and delaying working time, causing work to pile up.

The author also found an indication of the low level of job satisfaction at PT. Citra Riau Sarana in Pekanbaru is seen by the presence of several employees who are dissatisfied with their own work due to many reasons, such as not being suitable for the work unit concerned, lacking expertise and skills. Some other employees are also difficult to work with among fellow units and with other units. There is no balance between positions and the results obtained by employees. Companies that have more satisfied employees tend to be more effective when compared to companies that have employees who are less satisfied.

At the level of achievement of sales targets must be done with a big strategy. When orders are high employees have high overtime schedules. Overtime work has its own consequences for employees. They get separate compensation during overtime, but health cannot be paid for with wages but they need time to rest. The lack of rest time makes employees terforsir at work. Coupled with the high target set by the company. This puts pressure on the employees of PT. Citra Riau Facilities in Pekanbaru. The high workload at PT. Citra Riau Sarana in Pekanbaru has a negative impact on the performance of employees of PT. Citra Riau Facilities in Pekanbaru. Efforts to improve employee performance include paying attention to employee workload.

The formulation of the problem is:
1. How does the influence of job satisfaction on the performance of employees of PT. Citra Riau Facilities in Pekanbaru?
2. How does the influence of workload on the performance of employees of PT. Citra Riau Facilities in Pekanbaru?
3. How does the influence of job satisfaction and workload on the performance of employees of PT. Citra Riau Facilities in Pekanbaru?

Research aims toknow influencejob satisfaction and workloadtoPT employees Citra Riau Facilities in Pekanbarueither partially or simultaneously.

LITERATURE REVIEW
Performance

The definition of performance has been put forward by experts, including according to Wirawan in Hamdi and Bahruddin (2014: 31) performance is the output produced by the functions or indicators of a job or a profession within a certain time. Performance appraisal

evaluates current employee performance. this or in the past relative to his standard of performance. While performance management is the process of consolidating goal setting, performance appraisal and development into a single, shared system, which aims to ensure employee performance, supporting the company's strategic goals (Dessler, 2011: 322). Mangkunegara (2009) in Syaifora (2018) stated that employee performance is the result of work in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities assigned.

Job Satisfaction

Pleasant psychological conditions felt by employees in a work environment for their role and their needs are met is job satisfaction. The definition of Job Satisfaction has been put forward by experts including according to Colquitt et al. in Wibowo (2013: 131) defines job satisfaction as the level of pleasant feelings obtained from the assessment of one's work or work experience. Meanwhile, job satisfaction according to Robbins in Indrasari (2017: 39), is a general attitude towards one's work as the difference between the number of rewards received by workers and the number of rewards that are believed to be received.

Workload

The definition of workload has been put forward by experts, among others namely according to Haryanto in Santoso, et., al., (2013: 93) workload is a situation where the number of task activities that must be completed by an employee during a certain period is normal. Meanwhile, according to Komaruddin in Suteja (2013: 20) workload is the process of determining the number of working hours of people at work in a certain time, or in other words workload analysis aims to determine the number of personnel and the number of responsibilities or the right workload to be delegated to an officer. The study found that when individuals have low work demands the possibility of cyberloafing is high, this is due to the free time they have.
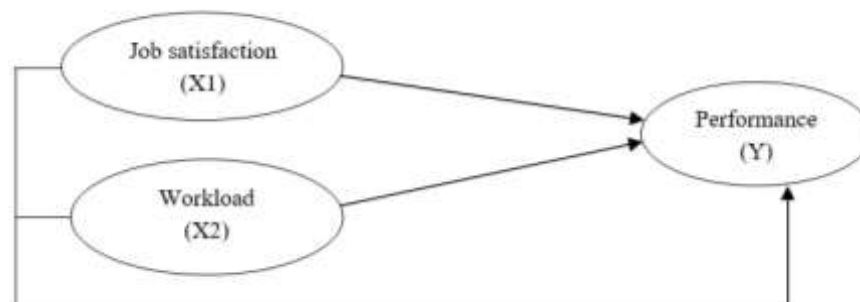

Figure 1. Research Model
Source: Zamzam, 2018

Hypothesis

Based on the background of the problem and the theoretical concepts that have been stated above, a hypothesis can be drawn, namely:

1. Allegedly job satisfaction affects the performance of employees of PT. Citra Riau Facilities in Pekanbaru.
2. Allegedly workload affects the performance of employees of PT. Citra Riau Facilities in Pekanbaru.
3. Allegedly job satisfaction and workload affect the performance of employees of PT. Citra Riau Facilities in Pekanbaru.

RESEARCH METHODS

Research sites

This research will be conducted at PT. Citra Riau Sarana Jl. Beautiful Princess No. 3, Pekanbaru. This company is a private company engaged in oil palm plantations.

Population and Sample

The size of the population in this study is the entire workforce at PT. Citra Riau Sarana in Pekanbaru, namely as many as 47 people. The population is taken as a whole as a sample, namely as many as 47 people. This sampling method is also called a census. To determine the effect of job satisfaction and workload on employee performance atPT. Citra Riau Facilities in Pekanbaruused multiple regression analysis as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Information:
Y   = Performance
a   = Constant
X1   = Job Satisfaction Variable
X2   = Workload Variable
b1   = Regression Coefficient of Job Satisfaction
b2   = Workload Regression Coefficient
e   = error (error)

The design of the hypothesis test was carried out with the help of the SPSS (Statistical Product and Service Solution) version 20. With the help of the SPSS program, tests were carried out which included data quality tests consisting of validity tests and reliability tests, then classic assumption tests consisting of normality tests, multicollinearity test, heteroscedasticity test, then hypothesis testing which consists of F test (Simultaneous) and t test (Partial).

RESULTS AND DISCUSSION

To test the validity of the value of r count ranges from0.337until0.814. So, from the test results it is obtained that the value of r count ≥ of the value of r table (0.2876) it can be concluded that all items from the three variables are declared valid. Then from the results of testing the reliability value of the three variables is above the number 0.6. This means that the measuring instrument used in this study is reliable or can be trusted.

The normality test aims to determine the distribution pattern of research data. This is one of the conditions for conducting multiple linear regression analysis. The results are as follows:

Table 1: Normality Test Results One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		47
Normal Parameters, b	Means	0.00E+00
	std. Deviation	6.19483296
Most Extreme Differences	absolute	0.094
	Positive	0.094
	Negative	-0.069
Kolmogorov-Smirnov Z		0.647
asymp. Sig. (2-tailed)		0.797

a. Test distribution is Normal.

b. Calculated from data.

Source: Refined Data, 2022

From table 1 it can be seen that the significance value is greater than 0.05 or 0.797 > 0.05, which means that the normality test results are normally distributed.

The heteroscedasticity test aims to test whether in a regression model, there is an inequality of variance or residual from one observation to another. To test whether there is heteroscedasticity, Spearman's rank-test is used, namely by correlating the independent variables to the absolute value of the residual (error). If the independent variable is not significant (sig > 0.05) it means that there is no heteroscedasticity.

Table 2: Heteroscedasticity Test Results Correlations

			Unstandardized residual
Spearman's rho	Job satisfaction	Correlation Coefficient	-0.021
		Sig. (2-tailed)	0.887
		N	47
	Workload	Correlation Coefficient	-,070**
		Sig. (2-tailed)	0.640
		N	47
	Unstandardized residual	Correlation Coefficient	1
		Sig. (2-tailed)	.

	N	47

Source: Refined Data, 2022

From table 2 above it can be seen that the significance value of the job satisfaction variable (X1) is 0.887 > 0.05. And the workload variable is 0.640 > 0.05. Therefore, it can be concluded that the independent variable is not significant (sig > 0.05), which means that the model is free from heteroscedasticity.

From table 3 it can be seen that the value of VIF (4.385) < 10, thus it can be concluded that there are no symptoms of multicollinearity among the independent variables.

Table 3. Test Multicollinearity Coefficientsa

Model		Collinearity Statistics	
		tolerance	VIF
1	(Constant)		
	Job satisfaction	,228	4,385
	Workload	,228	4,385

Dependent Variable: Employee Performance
Source: Processed Data for 2022

From table 3 it can be seen that the results of the multicollinearity test of the tolerance value show that there is no independent variable that has a tolerance value greater than 1. The calculation results from VIF also show that there are no independent variables that have a VIF value of more than 10.

The results of the respondents' responses were then distributed into the SPSS version 20 program. To find out how the influence of these factors can be seen by using multiple linear regression analysis, so that the following equation is obtained:

Table 4. Results of Multiple Linear Regression Analysis Coefficientsa

Model		UnstandardizedCoefficients		standardizedCoefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	8,492	5,351		1,587	0.120
	Job satisfaction	1,061	0.164	0.566	3,372	0.012
	Workload	1.229	0.143	0.957	8,614	0.000

Source: Processed Data 2022

Based on table 4, a multiple linear regression equation can be made as follows:

$Y = a + b_1X_1 + b_2X_2$

$Y = 8.492 + 1.061X_1 + 1.229X_2$

From the results above it can be explained, namely:

a. The constant value (a) is 8.492 meaning that if job satisfaction (X1) and workload (X2) are zero (0), then employee performance (Y) is 8.492.

b. The coefficient of job satisfaction (X1) is 1.061, meaning that if job satisfaction (X1) is increased by 1 (one) unit and workload (X2) is zero then the employee performance variable (Y) will increase by 1.061.

c. The value of the workload coefficient (X2) is 1.229 meaning that if the workload (X2) is increased by 1 (one) unit and job satisfaction (X1) is zero then the employee performance variable (Y) will increase by 1.229.

Determination analysis in multiple linear regression is used to determine the percentage contribution of the independent variables simultaneously or jointly to the dependent variable.

Table 5 Coefficient of Multiple Determination (R2) Summary model b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	, 836a	,776	,771	5.33406

a. Predictors: (Constant), Workload, Job Satisfaction

b. Dependent Variable: Employee Performance Source: Processed Data for 2022

Based on Table 5 it is known that the value of the coefficient of determination (R2) is 0.771. The magnitude of the coefficient of determination (R2) is 0.771 or equal to 77.1%. This figure implies that the variable job satisfaction (X1) and workload (X2) simultaneously (together) affect the employee performance variable (Y) by 77.1%. This means that the influence of job satisfaction (X1) and workload (X2) variables on employee performance (Y) is getting stronger because it is getting closer to number one, while the rest (100% - 77.1% = 22.9%) are influenced by other variables that do not observe in this study.

Job Satisfaction affects Performance

Based on the results of partial testing on the variable job satisfaction (X1) using SPSS assistance, a t-count of 3.372 is obtained. So, when compared to the t-table at a significant α = 5%, which is equal to 2.015, it can be seen that the t-count is smaller than the t-table (3.372 <2.015). Thus, it can be concluded that job satisfaction (X1) has a significant effect on employee performance variables (Y) PT. Citra Riau Facility Pekanbaru.

Workload affects Performance

Based on the partial test results on the workload variable (X2) using SPSS assistance, a t-count of 8.614 is obtained. So, when compared to the t-table at a significant α = 5%, which is equal to 2.015, it can be seen that the t-count is greater than the t-table (8.614> 2.015). Thus, it can be concluded that workload (X2) has a significant influence on employee performance (Y) PT. Citra Riau Facility Pekanbaru.

Job Satisfaction and Workload affect Performance

Based on the results of data processing, the value of F is obtained count 155.606 > Ftable 3.21 and a significant value of 0.000 <0.05. This means that H0 is rejected, and Ha is accepted. Thus, it can be said that there is a simultaneous effect of job satisfaction and workload on employee performance at PT. Citra Riau Facility Pekanbaru.

CLOSING

Conclusion

Based on the results of the research and discussion and analysis that has been carried out, the conclusions of the research are as follows:

1. In testing partially using the t test shows that not all independent variables have a significant effect on the dependent variable. And this research shows that workload has a partially significant effect on the performance of employees of PT. Citra Riau Facility Pekanbaru. This can be seen in the results of the t-test for the variable of job satisfaction, the t-count is greater than t-table 3.372 <2.015, while for the workload variable the t-count is greater than t-table 8.614> 2.015.

2. In testing simultaneously using the F test, it shows the influence of the independent variables (job satisfaction and workload) on the dependent variable (employee performance) as evidenced by the Fcount value of 155.606 > Ftable 3.21 and a significant value of 0.000 <0.05. This means that H0 is rejected and Ha is accepted, meaning that there is an influence between job satisfaction and workload on employee performance.

3. From this study, the regression equation is obtained as follows, Y = 8.492 + 1.061X1 + 1.229X2. From the regression equation, it can be seen that the workload variable has a higher coefficient value than the job satisfaction variable. And the evidence with the t test also states that the workload variable has a partially significant effect on employee performance when compared to the job satisfaction variable. And it can be concluded that the most dominant workload variable affects employee performance.

Suggestion

Based on the results of research conducted by the author, there are several things that the author would like to convey to the partiesPT. Citra Riau Facility Pekanbarunamely as follows:

1. Based on the results of the research that has been done, the researcher provides several suggestions to PT. Citra Riau Sarana Pekanbaru to pay more attention to employee job

satisfaction and not to experience an increase which can cause a decrease in employee work potential. This is important because good job satisfaction can improve employee performance.

2. Too much workload received by employees unable to meet the demands of work at PT. Citra Riau Facility Pekanbaru. For this reason, it is hoped that management will be able to re-evaluate the portion of work for each employee whether it is in accordance with their abilities and evaluate the work of employees so that they can provide input on the work that has been completed.

So that employees can complete their work well at PT. Citra Riau Sarana Pekanbaru and employees must try their best to improve performance so that the results received can be satisfactory.

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