



## **THE EFFECT OF WORK LOADS ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLE**

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### **Abstract**

The purpose of this study was to analyze and explain the mediating role of job satisfaction on the workload relationship on employee performance at PT. Amanaid. The research population was PT. Amanaid with a total sample of 40 respondents. The sampling technique is done is a saturated sample technique. The research instrument used questionnaires and analysis methods using Partial Least Square (PLS) with SmartPLS 2.0 software. The results of the study show (1) workload has a negative and significant effect on job satisfaction. (2) Negative and significant workload on employee performance. (3) Job satisfaction has a positive and significant effect on employee performance. (4) Job satisfaction is a mediating variable that has a positive and significant effect on workload and employee performance, meaning that job satisfaction has an important role in mediating workloads on employee performance. The implications of the results of this study indicate that workload is found as a major factor in improving employee performance. If the workload felt by employees is low, it can increase job satisfaction and employee performance. Suggestions on job satisfaction research are proven to mediate partially the relationship between workload on employee performance, so it is recommended to organizations to pay attention to employee workload because it can improve job satisfaction and ultimately improve employee performance. In addition, this study can also expand the research orientation within a larger organization or wider population.

**Keywords:** workload, job satisfaction, employee performance

## **1. Introduction**

The quality of work of employees at waste treatment companies, namely, the accuracy of employees when installing waste processing equipment in order to function properly, the installation of waste treatment equipment is carried out in accordance with established standards. The work quantity of employees in waste processing companies is in making waste processing products for example in one month can make 3 products where only targeted to produce only two, but employees are able to make 3 products. Then the timeliness of waste processing companies is that employees can make waste processing products in a timely manner, besides that when employees install waste processing equipment, employees can finish it on time according to the time specified. If employee performance is good and meets employee performance indicators, it will have a good impact on the company, can increase company profits so that the company is able to compete, the company will always develop and corporate goals can be achieved. It is better if the employee's performance is bad, it can reduce the company's profits, the company's goals cannot be achieved so that the company's performance is reduced and eventually the company can go bankrupt.

Job satisfaction becomes important in a company because employee job satisfaction is closely related to the work results of employees and the survival of the company concerned. Employees will feel comfortable when working gets job satisfaction as expected (Koesmono, 2005). Altaf and Mohamad Atif (2011) found that high workloads had a negative effect on job satisfaction. In Mustapha's research (2013) states that job satisfaction is effect by daily workload, employees are more satisfied when they are given a lower workload. Lower job satisfaction is found in higher workloads in the Mansoor, et. al (2011). So that the lower the workload, the higher job satisfaction will be so that it can improve employee performance. Research conducted by Perera et al. (2014) states that job satisfaction has a positive effect on employee performance. When employees are satisfied, they will work as effectively as possible so that they will improve their performance in the organization.

## **2. Literature Review and Hypothesis Development**

Increasingly tight business competition requires companies to be able to compete with other organizations. In order to compete, companies must pay attention to the performance of their employees. Because if the employee's performance is good then the company's performance is good so that it can increase the profit of the company and the company is growing. Employee performance must always be considered so that the company can run well and in accordance with the company's goals. The factors that can affect employee performance are workload. The greater the workload felt by employees, the lower the employee's performance, so the company must always pay attention to the workload of employees. Research by Ali et al. (2013) suggested that there was a positive relationship between employee work hours and employee productivity and there was a negative relationship between workload and employee productivity. Mohamad Atif (2011) found that high workloads had a negative effect on job satisfaction. When the workload of employees is in accordance with the work it can increase job satisfaction so that it can improve employee performance.

### **The Effect of Workload on Employee Performance**

The research conducted by Shah et. Al. (2011) stated that workload had a negative effect on performance. The higher the workload borne by the employee, the lower the employee's performance. Companies must

reduce the workload borne by employees, workload must be adjusted to the duties and responsibilities of employees so that employees do not feel burdened so as to improve employee performance. The results of research conducted by Beal et. al (2005) states that workload has a negative effect on employee performance. The results of the same study were also found in Bekker and Demerouti (2007), Barnes and Van Dyne (2009). Based on the empirical evidence, the following hypotheses can be formulated:

H1: Workload has a significant negative effect on employee performance.

### **The Effect of Workload on Job Satisfaction**

In a study conducted by Rehman et. al. (2012) states that there is a positive relationship between workload and job satisfaction. Employees will feel comfortable if when work gets job satisfaction as expected (Koesmono, 2005). Mustapha and Ghee (2013) provide results, there is a significant negative relationship between workload and job satisfaction. In the study stated that job satisfaction is effect by daily workload, employees are more satisfied when they are given a lower workload. Lower job satisfaction was found in higher workloads in Mansooret's research. al. (2011). In the Tunggareni and Thinni Nurul study (2013) finding nursing staff who have a moderate objective workload tends to have a greater level of job satisfaction than a high objective workload. If the workload given is high or exceeds the capacity capacity of the employee, it will have a negative impact resulting in a decrease in job satisfaction. Based on the empirical evidence, the following hypotheses can be formulated:

H2: Workload has a significant negative effect on job satisfaction

### **The Effect of Job Satisfaction on Employee Performance**

Research conducted by Kurniawan (2011) has the result that job satisfaction has a positive effect on employee performance. So the more satisfied the employee, the employee will increasingly show his best performance. Conversely, if the employee does not feel satisfied at work, then in him will feel a sense of laziness, so that it will have an impact on decreasing performance. The results of research conducted by Timothy et al (2007) also found that job satisfaction has a significant effect on employee performance. According to Judge et al. (2001), job satisfaction must be maintained to improve organizational performance. Job satisfaction is the emotional attitude of someone who is pleasant and loves his job. Sule et al. (2014) in his study stated that job satisfaction has a positive and significant effect on employee performance. Elarabi and Johari (2014) in their study stated that job satisfaction has a positive and significant effect on performance. Research conducted by Perera et al. (2014) states that job satisfaction has a positive effect on employee performance. When employees are satisfied, they will work as effectively as possible so that they will improve their performance in the organization. The same thing was expressed by Dizgah et al. (2012). Based on the empirical evidence, the following hypotheses can be formulated:

H3: Job satisfaction has a significant positive effect on employee performance.

### **The Role of Job Satisfaction in Mediating the Effect of Workload on Employee Performance**

Mustapha and Ghee (2013) provide results, there is a significant negative relationship between workload and job satisfaction. In the study stated that job satisfaction is effect by daily workload, employees are more satisfied when they are given a lower workload. According to Judge et al. (2001), job satisfaction must be maintained to improve organizational performance. Job satisfaction is the emotional attitude of someone who is pleasant and loves his job. Sule et al (2014) in his research stated that job satisfaction has a positive

and significant effect on employee performance. Elarabi and Johari (2014) in their study stated that job satisfaction has a positive and significant effect on performance. Research conducted by Perera et al. (2014) states that job satisfaction has a positive effect on employee performance. The research conducted by Amalia (2017) found that there is a positive and significant indirect effect between workload on performance and job satisfaction. Workload effects work performance and satisfaction. Which means that if the workload given is appropriate then job satisfaction will increase and then produce better performance.

H4: Job satisfaction mediates the effect of workload on employee performance

### **3. Methods**

The population used in this study were employees of PT. Amanaid. Number of employees of PT. Amanaid as many as 40 people. The sampling method in this study uses a saturated sample method or census, which is a sampling technique using the entire population as research respondents. Data was collected through interviews and questionnaires followed by data analysis using path analysis techniques to be interpreted and in the final stages conclusions and suggestions were given.

### **4. Findings**

Endogenous variables in this study are: employee performance (Y) and job satisfaction (M). The coefficient of determination ( $R^2$ ) of each endogenous variable can be presented in Table 1.

**Table 1. R-square**

<b>Endogenous</b>	<b>R-square</b>
Performance (Y)	0,927
Job Satisfaction (M)	0,882
Primary Data, 2019	

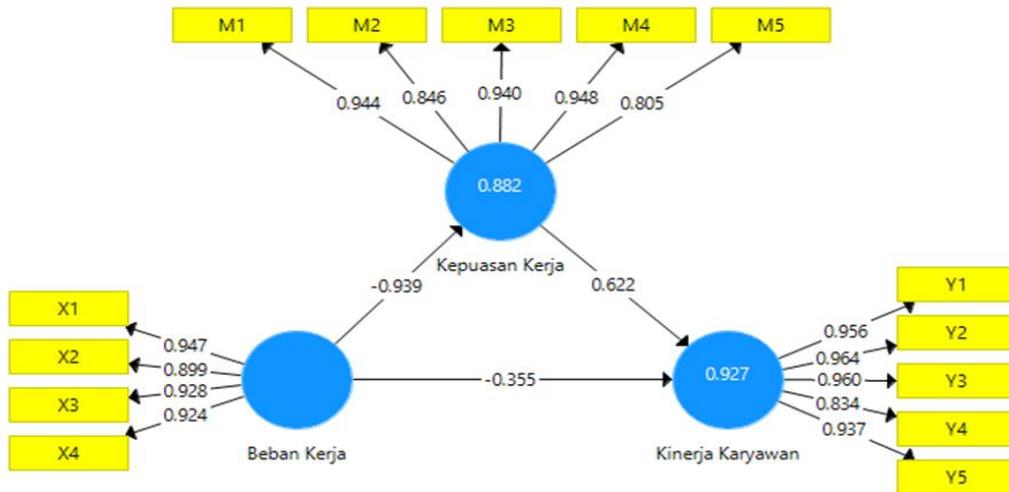
To measure how well the observation value is generated by the model and also its parameter estimation, it is necessary to calculate Q<sup>2</sup> as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - (R_1)^2)(1 - (R_2)^2) \\
 &= 1 - (1 - (0,927))(1 - (0,882)) \\
 &= 1 - (0,073)(0,118) \\
 &= 1 - 0,008 \\
 &= 0,992
 \end{aligned}$$

The magnitude of Q<sup>2</sup> has a value with a range of 0 < Q<sup>2</sup> < 1, where getting closer to 1 means that the model is getting better. The results of the calculation obtained Q<sup>2</sup> value is 0.889, so it can be concluded that the model has good predictive relevance (Q<sup>2</sup> = 0.889 > 0).

#### Direct Effect

This study uses the Partial Least Square (PLS) approach to test and analyze the research hypotheses previously stated. The results of the analysis of the empirical model of research using the Partial Least Square (PLS) analysis tool can be seen in Figure 1 below:



**Figure 1. PLS Result**

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value found in the output path coefficients presented in Table 2 below.

**Table 2. Path Coefficients**

Construct	Path Coefficients	t statistics	Description
Workload ->Employee Performance	-0,355	2,447	Accepted
Workload ->Job Satisfaction	-0,939	45,886	Accepted
Job Satisfaction ->Employee Performance	0,622	4,414	Accepted

Primary Data, 2019

Hypothesis testing is done using t-statistics. If the value of t-statistics  $\geq$  t-table value (1.96), then  $H_0$  is rejected and the research hypothesis is accepted. In table 2, it can be seen that the workload variable on employee performance has a correlation coefficient of -0.355 and the value of t statistics is 2.447. This shows if there is a significant negative effect between workload on employee performance. The lower the workload, the higher the employee's performance. In the table it can be seen that the workload has a correlation coefficient value of -0.939 and the value of t statistics is 45,886. This shows if there is a negative and significant influence between workload on job satisfaction. The lower the workload of an organization, the higher the job satisfaction of an organization. Furthermore the job satisfaction variable has a correlation coefficient of 0.622 and t statistics of 4.414. This shows if there is a significant positive effect between job satisfaction on employee performance. The higher the job satisfaction, the higher the employee's performance. Based on the data above, it can be concluded that the hypothesis in this study was entirely accepted.

#### **Job Satisfaction Mediating on Workloads to Employee Performance**

The results of testing the direct effect indicate that the coefficient value between workload variables and employee performance is -0.355 with t-statistics value of 2.447. The addition of job satisfaction variables as mediating variables gives a different influence on the direct relationship of workload to employee performance. Testing the mediating variables of company job satisfaction is done by calculating the value of Variance Accounted For (VAF) which can be seen in Table 2

In Table 2 it can be seen that job satisfaction has a direct influence on employee performance of 0.622. Workload has a direct influence on employee performance by -0.355. Workload has a direct influence on job satisfaction by -0.939. The indirect effect between workload and employee performance is -0,584. The total influence between work satisfaction and employee performance is 0.622, the effect of total workload on employee performance is -0.939 and the total effect between workload and job satisfaction is -0.939.

**Table 3. Direct Effect, Indirect Effect and Total Effect**

Variable	Direct Effect	
	Coefficient	T Statistik ( O/STDEV )
Workload ->Employee Performance	0.622	4.414
Workload ->Job Satisfaction	-0.355	2.447
Job Satisfaction ->Employee Performance	-0.939	45.886
Variable	Indirect Effect	
Workload ->Employee Performance	-0.584	4.248
Variabel	Pengaruh Total	
Job Satisfaction ->Employee Performance	0.622	4.414
Workload ->Employee Performance	-0.939	52.608
Workload ->Job Satisfaction	-0.939	45.886

VAF	->	Indirect Effect/Total Effect (-0,548/-0,939)	0,583
Primary Data, 2019			

From the results of calculations in Table 3 it can be interpreted that the role of job satisfaction as a mediator has a VAF value of 0.583 (58.3%). These results indicate that the job satisfaction variable has a role as mediator between workload variables and employee performance. This shows that the lower the workload felt by employees, the higher the job satisfaction felt by employees so that it will improve the company's performance, the hypothesis that job satisfaction serves as a mediator of the relationship between workload and proven employee performance.

## 5. Conclusion

The results of this study have shown that workload has a negative and significant effect on employee performance, workload has a negative and significant effect on job satisfaction, job satisfaction that has a positive and significant effect on employee performance and job satisfaction as mediating the effect of workload on employee performance.

Based on these findings, it supports the theory that the lower the workload, the higher job satisfaction and employee performance. Job satisfaction also plays a role in mediating workloads on employee performance. The results of this study are expected to be empirical evidence for future research and able to enrich the development of human resource management science related to workload, employee performance and job satisfaction as mediating the effect of workload on employee performance.

The survey results show that workload is an important factor in job satisfaction and the performance of employees of PT. Amanaid. Indicators making decisions in work are important factors in workload variables to improve job satisfaction and improve employee performance. Employees who are given the opportunity to make decisions at work, they feel trusted and unencumbered so they are satisfied with their work. Based on the results of the sincerity survey in work can also improve employee performance. Employees who are serious in doing their work can complete the work according to the target.

The survey results show that indicators of high concern in job satisfaction need to be considered because it can have an impact on employee performance. High concern needs to be considered in order to improve the ability to work together so that cooperation can be established if there is concern among employees. So that it can improve the performance of employees of PT. Amanaid.

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