

THE INFLUENCE OF JOB SATISFACTION AND WORKLOAD ON EMPLOYEE PERFORMANCE AT PT ANGKASA AVIASI SERVIS BRANCH PEKANBARU

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Abstract

The purpose of this study was to determine the effect of job satisfaction and workload on employee performance at PT Angkasa Aviasi Servis Pekanbaru Branch. Population and sample as many as 35 people. The measurement tool used is a questionnaire containing 70 statements consisting of 35 job satisfaction statements, 15 workload statements and 20 employee performance statements. Data analysis using the t test, F test, and the coefficient of determination. The results of the job satisfaction t-test study obtained sig 0.565 > 0.05, so satisfaction has no significant effect on employee performance, while workload has a sig 0.000 < 0.05, so workload has a significant effect on employee performance. The results of the F test obtained a value of 0.000 < 0.05 so it can be concluded that job satisfaction and workload have a significant effect on employee performance.

Keyword : *Job Satisfaction, Workload, Employee Performance*

1. INTRODUCTION

In order to increase the company's business growth, human resource management plays an important role in building employee performance. Important resources must be used by organizations to a greater or lesser extent and for many organizations talented employees are the cornerstone of excellence. Reliable human resource assets can be a source of social competitive advantage that is difficult for competing companies to imitate. Hamali, (2018: 2) defines human resource management as a strategic approach to skills, motivation, development and management of organizing resources. The existence of new discoveries and knowledge possessed by employees supports the company to survive, improve good performance to achieve the goals set by the company,

If a company has qualified employees it will be able to increase the company's success, otherwise if a company has employees who are less or not qualified then the company will not achieve success. A company will be able to achieve success if employee performance is good and optimal. That way, the performance of an employee is an important factor to be considered by the company.

Performance is very important in a job where the company wants employees to work well in order to achieve satisfactory work results, if the performance of an employee is good then success in achieving goals will be easily achieved, performance is the result of work in quality and quantity achieved by a person employees in carrying out their duties in accordance with the responsibilities given to them. According to Kasmir, (2016: 182) said performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Mangkunegara, (2017: 67) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

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Job satisfaction is allegedly very influential on employee performance. On the one hand, it is said that job satisfaction causes increased performance so that satisfied workers will also show good performance. On the other hand, job satisfaction can also occur due to performance or work performance so that workers who perform well will get satisfaction. Usually employees who are satisfied with what they get from the company will give more than what is expected and they will continue to try to improve their performance. On the other hand, employees with low job satisfaction tend to see work as tedious and boring, so they work haphazardly and haphazardly. According to Mangkunegara (2011: 117) job satisfaction is a feeling that supports or does not support employees themselves related to their work and their condition. Sutrisno (2011: 74) job satisfaction is an attitude of employees towards work related to work situations, cooperation between employees, rewards received at work and matters relating to physical and psychological factors.

Someone with a high level of job satisfaction has a positive attitude towards work, while someone who is dissatisfied with work has a negative attitude towards work. For this reason, it is imperative for companies to recognize what factors make employees satisfied working in the company. With the achievement of employee job satisfaction, performance will also increase. Many factors affect employee job satisfaction, including job suitability, organizational policies including opportunities for development, work environment and superior behavior. If the employee is dissatisfied, there are several things that might be done, namely, the employee will think about leaving the job.

Efforts to improve employee performance include paying attention to workload, both physical workload and mental workload. Koesomowidjojo (2017:21) argues that workload is all forms of work given to human resources to be completed within a certain period of time. Danang Suryanto (2012: 64), too much workload can cause tension in a person, causing stress. To achieve maximum performance, it is important for the company to pay attention to the condition of its human resources. By providing an effective workload, the company can find out to what extent its employees can be given the maximum workload and to what extent it affects the performance of the company itself. Workload is the amount of work that must be carried by a position/organizational unit and is the product of work volume and time norm. If the worker's ability is higher than the job demands, a feeling of boredom will appear, but conversely if the worker's ability is lower than the job demands, more fatigue will appear. Therefore, it is very important to pay attention to the distribution of workload that is appropriate and in accordance with the abilities of employees because it can affect employee performance and also the achievement of the company itself.

PT.Angkasa Aviassi Servis (ground handling lion group) is a company part of the lion group which is responsible for the operational services of passengers, goods and cargo while the plane is on the ground (ground support and handling), this company has been established since 2014, this company has branches for almost all international and domestic airports in Indonesia with its head office in Jakarta, precisely in the city of Tangerang, Banten.

Based on the observations made by the author at PT. in their work so that problems occur such as mistakes in writing APB documents which result in the wrong number of passengers and the reporting process taking too long so that the target report decreases, another thing that becomes a problem in employee performance is cooperation between employees where miscommunication often occurs between employees resulting in mistakes in submitting work, as in placing the wrong passenger's luggage on the wrong plane which resulted in a passenger complain to the company so that the passenger has to wait some time to wait for the luggage to arrive.

Whether employee performance is said to be good or not can be seen from the employee performance appraisal, the employee performance of PT.Angkasa Aviassi Servis Pekanbaru Branch can be seen based on the percentage of performance appraisal results which can be seen in table 1 below:

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Table 1 Employee Performance Assessment of PT Angkasa Aviasi Servicing Pekanbaru Branch for the 2021 period

No	Performance Assessment	Number of employees	Target (%)	Realization	Information
1	Work quality	35	100%	70%	Pretty good
2	Working Quantity	35	100%	69%	Pretty good
3	Time (Term)	35	100%	60%	Pretty good
4	Cooperation	35	100%	58%	Not good

Source PT. Angkasa Aviasi Servicing Pekanbaru Branch 2021

Table 1 shows that the performance appraisal of employees at PT. quite good, then on the quantity of work with a realization of 69% with a fairly good value, then at the time (time period) the realization reached 60% with a fairly good value, and cooperation between employees with the expected target of 100% but achieving the target is only 58% which resulted in the lowest realization target with a bad score. This shows that the performance of employees at PT. Angkasa Aviasi Servis Pekanbaru Branch has decreased,

Based on the indicators of job satisfaction, the phenomenon that occurs at PT. that makes employees feel dissatisfied with their jobs. There are also employees who complain about their abilities because some of the employees have to be moved to divisions so they don't understand their current job so that it affects employee performance.

Based on interviews conducted with several employees of PT. Angkasa Aviasi Servis Pekanbaru Branch regarding workload, they said that the use of working time was often excessive or overtime which resulted in employees having to work overtime. This often happened because several planes were delayed so employees had to wait. the plane landed and took off resulting in employees having to work overtime. The report targets that had to be achieved also burdened employees because the time to make the report was so fast, namely 15 minutes after the plane took off, the target of this report is often late in delivery because there is clash handling or there are several planes whose flying schedules are close together which results in a lot of report results and delays in sending this is also caused by a lack of employees which causes reports to be late.

2. LITERATURE REVIEW

a. Job Satisfaction (X1)

Job satisfaction is a pleasant emotional attitude and loves work (Hasibuan 2017:45). With the following indicators, (1) Loyalty, (2) Ability, (3) Honesty, (4) Creativity, (5) Leadership, (6) Salary Level, (7) Indirect job satisfaction (Hasibuan 2014: 202)

b. Workload (X2)

Workload is all forms of work assigned to human resources to be completed within a certain period of time (Koesomowidjojo 2017:21). With the following indicators, (1) Working conditions, (2) Use of a certain time, (3) Targets to be achieved (Koesomowidjojo 2017:33)

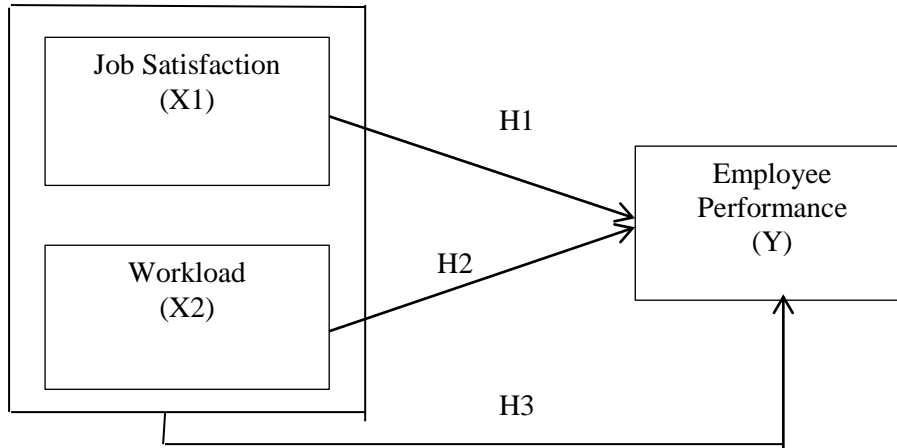
c. Employee Performance (Y)

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period (Kasmir 2016:182). With the following indicators, (1) Quality, (2) Quantity, (3) Time, (4) Cooperation between employees.

d. Framework

It is a general provision when solving a problem requires a foundation. This is intended so that the discussion has a definite direction in its completion. Based on the literature review and previous research, a framework for this study can be developed as presented in the following figure:

Figure 1 Thinking Framework



Source: Processed Data for 2022

In Figure 1 it can be seen that job satisfaction and workload affect the performance of employees of PT Angkasa Aviassi Servis Pekanbaru Branch.

e. Research Hypothesis

The hypothesis is a temporary answer to the research problem. Where the formulation of the problem has been formulated in the form of a question sentence. From the theory above, the hypothesis that can be put forward in this study is that:

- H1: It is suspected that job satisfaction affects the performance of employees of PT Angkasa Aviassi Servis Pekanbaru Branch
- H2: It is suspected that workload has an effect on the performance of employees of PT Angkasa Aviassi Servis Pekanbaru Branch
- H3: It is suspected that job satisfaction and workload affect the performance of employees of PT Angkasa Aviassi Servis Pekanbaru Branch

3. RESEARCH METHODS

The variables in this study consist of two variables. The first variable is the independent variable, namely Job Satisfaction and Workload. The second variable is the dependent variable, namely Employee Performance. Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2017: 117). The population in this study were all employees of PT. Angkasa Aviassi Servis Pekanbaru Branch, totaling 35 people in 2022. Sugiyono (2017: 118) The sample is part of the number and characteristics possessed by this population. The sample used is all employees who are still working in 2022. The sample selection method uses Saturated Sampling, namely sampling when all members of the population are used as samples. Based on the description above, the researchers found 35 samples or respondents including researchers but researchers were not included in this study so that a total of 34 samples in the study, namely all employees at PT Angkasa Aviassi Servis Pekanbaru Branch who are still actively working until 2022. Sugiyono (2013: 142) questionnaire (questionnaire) is a data collection technique that is done by giving a set of written statements to respondents to answer. All statements in the questionnaire are presented on a Likert scale. Sugiyono (2013: 143), the Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. For the purposes of quantitative analysis, the answer can be given a score.

4. RESULTS AND DISCUSSION

a. Multiple Regression Analysis

Table 2 Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
(Constant)	4,533	7,916		0.573	0.571
1 X1	0.047	0.080	0.059	0.582	0.565
X2	1.124	0.132	0.863	8,486	0.000

Source: SPSS processed data 20, 2023

Based on table 2 it can be seen that the multiple linear regression equation is as follows:

$$Y = a + b_1x_1 + b_2x_2$$

$$Y = 4.533 + 0.047X_1 + 1.124X_2$$

The meaning of the numbers in the regression equation above is:

1. The constant value (a) of 4.533 states that if it is assumed that job satisfaction is 0 and the workload is very low, then the employee's performance is 4.533
2. The regression coefficient value of job satisfaction is 0.047 indicating that for every addition of one unit of job satisfaction, it is estimated that employee performance will increase by 0.047 if the workload remains constant.
3. The workload regression coefficient value of 1.124 states that for each addition of one workload unit, it is estimated that employee performance will increase by 1.124 if job satisfaction remains.

b. t test

Table 3 Test t

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
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1 X1	0.047	0.080	0.059	0.582	0.565
X2	1.124	0.132	0.863	8,486	0.000

Source: SPSS processed data 20, 2023

1. Job satisfaction has a tcount value of 0.582 < ttable 2.039 and the resulting significance value is 0.565 > 0.05, so job satisfaction has no significant effect on employee performance
2. Workload has a tcount of 8.486 > ttable of 2.039 and the resulting significance value is 0.000 < 0.05, so workload has a significant effect on employee performance.

c. F test

Table 4 Test F

Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	3179,188	2	1589,594	70,777	0.000b
residual	718,698	32	22,459		
Total	3897,886	34			

Source: SPSS processed data 20, 2023

Based on the results of the research that has been done, the results obtained are Fcount 70.777 > Ftable 3.29 and the resulting significant value is 0.000 < 0.05 so it can be concluded that there is a significant effect of job satisfaction and workload on employee performance.

d. Coefficient of Determination (R2)

Table 5 Coefficient of Determination

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.903a	0.816	0.804	4.73912

Source: SPSS processed data 20, 2023

Based on the results of calculating the coefficient of determination, it can be explained that the value of R2 = 0.804 is close to 1, meaning that 80.4% of the variation in employee performance variables is explained by variations in the variables of job satisfaction and workload, while the remaining 19.6% is explained by other variables not examined in this study. This.

DISCUSSION

1. The Effect of Job Satisfaction Variables on Employee Performance

Based on the research results, it is known that the variable Job Satisfaction partially does not have a significant effect on employee performance. So that loyalty, ability, honesty, creativity, leadership, salary level, and job satisfaction have no direct effect on improving the performance of employees of PT. Angkasa Aviassi Servis Pekanbaru Branch. This is in contrast to previous research conducted by Aan Kanvia, et al. (2021), stating that the results of the research conducted were that job satisfaction partially has a significant effect on employee performance

So based on the results of research conducted that the results of previous studies are not in line with the results of this study. So that it can be seen that fulfilling job satisfaction does not necessarily affect the increase or decrease in employee performance, where employees often complain about the level of salary they receive but this does not affect the performance and quality of work of employees of PT Angkasa Aviassi Servis Pekanbaru Branch.

2. Effect of Workload Variables on Employee Performance

Based on the research results, it is known that workload partially has a significant effect on employee performance, so it can be said that workload has a significant effect on employee performance at PT Angkasa Aviassi Servis Pekanbaru Branch. So that the working conditions, the use of time, the targets that must be achieved, have an effect on improving employee performance

at PT. Angkasa Aviassi Servis Pekanbaru Branch. This is in line with previous research conducted by Isyana Emita (2022) explaining that workload has a partial effect on employee performance. And also supported by Debby Sagita, et al.

So based on the results of research conducted and supported by previous research, it can be seen that workload has a significant effect on employee performance. By paying attention to aspects of the workload that occurs to employees where the burden they feel is too heavy this is because the working hours are always excessive and the company does not provide overtime pay, if the company wants to improve employee performance, the company must pay attention to employee workload by paying attention to working hours and paying overtime pay will improve the performance of employees of PT Angkasa Aviassi Servis Pekanbaru Branch.

3. The Effect of Job Satisfaction and Workload Variables on Employee Performance

Based on the research above, it can be seen that simultaneously job satisfaction and workload affect the performance of employees of PT Angkasa Aviassi Servis Pekanbaru Branch. This is in line with previous research conducted by Isyana Emita (2022) which stated that job satisfaction and workload simultaneously affect employee performance. This is also supported by the research of Arlisa Indriawati, et al. (2022) which states that job satisfaction and workload simultaneously affect employee performance.

So based on the results of research conducted and supported by previous research, it can be concluded that job satisfaction and workload jointly affect employee performance, meaning that employees feel satisfied with the granting of rights that should be received and appropriate workload, namely by paying attention excessive working hours of employees and the provision of appropriate overtime pay will improve the performance of employees of PT Angkasa Aviassi Servis Pekanbaru Branch.

CONCLUSION

Based on research on the effect of job satisfaction and workload on employee performance at PT Angkasa Aviassi Servis Pekanbaru Branch, the following conclusions are obtained:

1. Job satisfaction has no significant effect on the performance of employees of PT Angkasa Aviassi Servis Pekanbaru Branch.
2. Workload partially has a significant effect on the performance of employees of PT Angkasa Aviassi Servis Pekanbaru Branch.
3. Job satisfaction and workload simultaneously influence the performance of employees of PT Angkasa Aviassi Servis Pekanbaru Branch.
4. Job satisfaction and workload contribute 80.4% to the performance of PT Angkasa Aviassi Servis Pekanbaru Branch, while the rest are outside the regression equation or variables that are not examined.

Suggestion

In this study, researchers provide suggestions related to research as follows:

1. Companies are expected to pay attention to salary levels so that employees are satisfied with what they get because employees have given their best to the company, so companies must also do the opposite where companies give great responsibility, employees should also get what they get in return.
2. For companies to pay more attention to the use of working time where employee working hours are often excessive so they have to overtime but unpaid overtime pay so that employees feel burdened with what they feel because of the injustice they feel, so to improve employee performance the company must provide overtime pay so that employees get the rights they should receive thereby increasing employee performance results.

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3. Companies must pay more attention to the quality of employee work where some employees have not received training so that these employees have not fully mastered the new work system thereby reducing employee performance, so companies are advised to pay more attention to quality by providing continuous guidance so that employee performance increases.
4. It is hoped that future researchers will further expand the range of research by adding samples and looking for other variables that can affect employee performance and replace or add research objects to compare the results of previous studies.

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