

The Effect of Workload and Job Satisfaction on Outsourced Employee Performance

Ahmad Qhisbullah¹, Achmad Mohyi², Luqman Dzul Hilmi³
^{1,2,3} Management, Universitas Muhammadiyah Malang, Indonesia
Corresponding E-mail: ahmatqhii@gmail.com

Abstract

The purpose of this study is to determine the effect of workload and job satisfaction on the performance of outsourced employees at PT Tema Wadah Lestari, Malang Regency partially and simultaneously. The research conducted is research using quantitative methods. The research population was 75 employees at PT Tema Wadah Lestari, Malang Regency. Sample determination using the saturated sample method so that the entire population was used as a research sample of 75 respondents. The data collection technique used by researchers is questionnaires. The data analysis method used is multiple linear regression using the SPSS program. The results of the study proved that workload has a significant effect on outsourced employee performance and job satisfaction has a significant effect on outsourced employee performance. The results of the study simultaneously (together) proved that workload and job satisfaction had a significant effect on the performance of outsourced employees at PT Tema Wadah Lestari, Malang Regency.

Keywords : Job Satisfaction, Performance, Workload.

Abstrak

Tujuan penelitian ini adalah untuk mengetahui pengaruh beban kerja dan kepuasan kerja terhadap kinerja karyawan outsourcing di PT Tema Wadah Lestari Kabupaten Malang secara parsial dan simultan. Penelitian yang dilakukan adalah penelitian dengan menggunakan metode kuantitatif. Populasi penelitian adalah karyawan PT Tema Wadah Lestari Kabupaten Malang yang berjumlah 75 orang. Penentuan sampel menggunakan metode sampel jenuh sehingga seluruh populasi dijadikan sampel penelitian sebanyak 75 responden. Teknik pengumpulan data yang digunakan peneliti adalah kuesioner. Metode analisis data yang digunakan adalah regresi linier berganda dengan menggunakan program SPSS. Hasil penelitian membuktikan bahwa beban kerja berpengaruh signifikan terhadap kinerja karyawan outsourcing dan kepuasan kerja berpengaruh signifikan terhadap kinerja karyawan outsourcing. Hasil penelitian secara simultan (bersama-sama) membuktikan bahwa beban kerja dan kepuasan kerja berpengaruh signifikan terhadap kinerja karyawan outsourcing di PT Tema Wadah Lestari Kabupaten Malang

Kata kunci: kepuasan kerja, kinerja, beban kerja

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Corresponding e-mail: ahmadqhii@gmail.com

INTRODUCTION

Human resources are required to be able to show the results of work well in the company, human resources is an element most important (Larasati, 2018). Without the role of humans despite various factors If what is needed is already available, the agency/company will not run well. Because humans are the movers and determinants of the course of an organization, therefore it should be from the company agency itself that provides positive direction to achieve goals (Sihite, 2018). In this case, acting as human resources here are employees. Employees are the main asset of the organization and have a strategic role in the organization, namely as thinkers, planners, and controllers of organizational activities (Hasibuan, 2001). Efforts to improve employee performance, including paying attention to workload, be it the physical workload or mental workload. In line with research conducted by Setiawan (2016) which states that workload affects employee performance.

The performance of employees with the workload is interrelated with each other because an organization that gives the right position to its employees can see the workload first (Sari et al., 2022). In the opinion of Neksen et al., (2021) if many employees feel comfortable working, then the employee will have to give the ability to produce maximum work. Providing an effective workload to employees allows agencies to know the extent to which their employees can be given maximum workload and the extent of their influence on the performance of the agency itself because the workload is very important for an agency (Tjibrata et al., 2017). If many employees are comfortable working at PT Tema Warda Lestari Malang, they he will give the ability to produce maximum work so that it can have a big influence on the company by improving performance, quality, and the company is getting better. This is a manifestation of employee job satisfaction with the company. Job satisfaction is an individual's feelings and attitudes towards job satisfaction in order to expend all the abilities and energy they have to complete work, so as to produce optimal performance for the company (Kristine, 2017). In line with Sudyanto's research, (2020) which states that job satisfaction has a positive effect on employee performance.

PT Tema Warda Lestari Malang is located at Gambiran, Mojosari, Kepanjen, Malang Regency is a company engaged in printing and *packaging* services which was established in June 2021. For the number of outsourced employees at PT Tema Wadah Lestari, Malang Regency, it can be seen in the following table:

Table 1. Number of Employees by units

| Field | Marketing | Accounting | PPC | HC General | & Technician Production |
|---------------------|-----------|------------|-----|---------------|-------------------------------|
| Number of Employees | 6 | 5 | 5 | 25 | 34 |

Source: PT. Wardah Lestari Malang Theme (2022)

Based on table 1. There are 4 fields of work with a total of 75 outsourced employees where the length of the employment contract agreement is 12 months. After that, the company will evaluate the performance of employees through several observations of the main tasks it performs. Work assessment for *outsourced* employees is carried out once every 1 month. If the employee is able to complete all tasks well then the company will renew the contract for up to 1 year and then it will be submitted to the head office to become a permanent employee simultaneously in all divisions in December and January.

Previous research on the effect of work environment, job satisfaction, and workload on employee performance showed that the effect of the work environment on employee performance had an effect but not significant on the employee performance. Another study conducted by also showed by Nabawi (2019) and Sudiyanto (2020) that the analysis of multiple linear regression showed the positive influence of each variable, namely the effect of job satisfaction and workload on employee performance at the Banyuasin Manpower and Transmigration Office, which was proven by the regression equation.

Both studies provide conclusions that workload and job satisfaction statistically and theoretically affect the performance of *outsourced* employees. Workload can provide encouragement or motivation for employees to improve their performance. However, there are differences in the relevant research taken in this study. Therefore, this study want to fill in the gaps between the two contradictory result.

LITERATURE REVIEW

According to Mangkunegara (2013) stated that 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. Performance is the *output* produced by the functions or indicators of a job over a period of time. Basically an organization has many goals it wants achieved. These goals can be stated at various levels, where the goals at the level above become a reference at the existing level underneath. The purpose of performance according to Wibowo, (2010) is to adjust individual performance expectations with organizational goals. Conformity between efforts and achievement of individual goals with organizational goals will be able to achieve good performance.

Utomo, (2008) workload is one of the important aspects that ha r us pay attention to by every organization, because workload is one of thefactors that affect employee performance. Workload is a process of activity used by an individual or group of people in completing tasks of a job that must be completed within a certain period of time. Workload is sometimes defined operationally on factors such as task demands and efforts made to do the work. Based on the opinions of the experts above, it can be concluded that the workload given to employees of an organization has an important role in determining the need for the necessary employees in the smooth completion of a work. Giving workload towards employees in an organization must be followed by the ability and the skills of the employees themselves so that the workload given can be implemented effectively.

Job satisfaction is a positive feeling about a job carried out as a result of evaluating the characteristics of the work (Robbins, Judge, 2015), Koesmono (2014) suggests that job satisfaction is an assessment, feeling or attitude of an employee towards his work and related to the work environment is the fulfillment of several wants and needs through work activities. So from the definitions above, it can be concluded that job satisfaction as a psychological state that is felt by an individual in a work environment related to how high the level of fulfillment of needs adequately. Job satisfaction is not how hard or how good a person is at work, but rather how far a person likes a particular job. Based on the explanation above, the following hypothesis is obtained:

H1: Workload has a positive and significant effect on employee performance.

Based on the results of previous research conducted by Sari (2022) found that the workload variable had a positive effect and significant to employee performance variables. Next, in Saverio and khazanah, (2018) states that there is significant influence between workload variables on performance variables employee. Therefore, the following hypothesis is obtained:

H2: Job satisfaction has a positive and significant effect on employee performance.

Based on previous research conducted by Kristine, (2017) shows that there is a significant influence between job satisfaction on employee performance. The second research conducted by Purba *et al.*, (2021) also stated that job satisfaction has a positive effect and significant to employee performance. Several previous studies have shown that workload and Job satisfaction has a positive and significant effect on performance employee. Results of research conducted by (Sari, 2022) states that workload and job satisfaction have a positive effect and significant to employee performance. Therefore, the following hypothesis is obtained:

H3: Workload and job satisfaction have a positive and significant effect on employee performance.

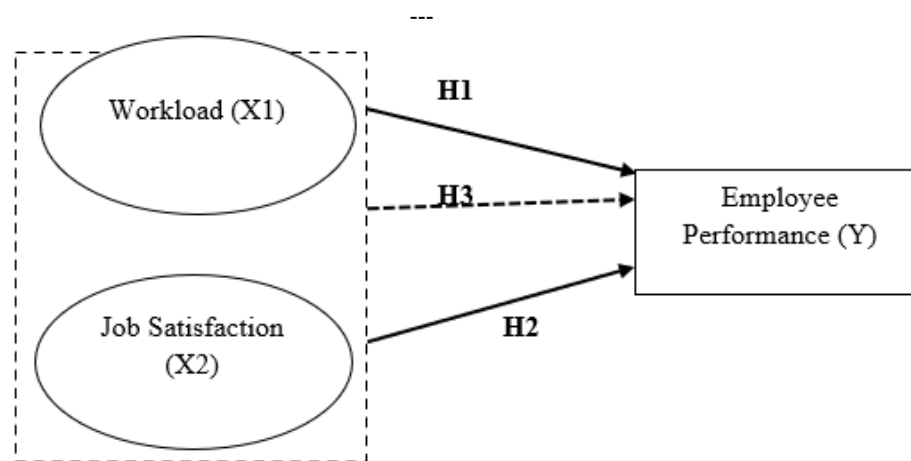


Figure 1. Conceptual framework

RESEARCH METHODS

This research was conducted at PT Tema Wadah Lestari, Malang Regency, located on Jalan Raya Pepen, Gambiran, Mojokari, Kec. Kepanjen, Malang Regency. This type of research is research with a quantitative approach. This study used a sample of 75 employees (respondents) with the distribution of questionnaires through google form and then calculated using the SPSS program. The data measurement technique used in this study used a likert scale. Instrument testing in this study used validity tests and reliability tests. The classical assumption test uses normality test, linearity test, multicollinearity test and heteroskedasticity test. Hypothesis testing uses Multiple linear regression test, f test, t test and coefficient of determination test.

RESULTS AND DISCUSSION

Based on table 1 below it is known that the respondents were mostly faulty 48 people or 64.0% are male, that is because men have strong power in producing books or magazines in large quantities. Based on table 4.3 it is known that the respondents are more dominant have high school education as many as 62 people or 82.7%, that is employees have a fairly high category of education so that support the ability to work, also obtained as many as 10 people or 13.3% of respondents have junior high school education, this proves that printing jobs require skills thus education Height is not a benchmark for work. It is known that the respondent's length of service is longer dominant around 5 years as many as 31 people or 41.3%, that is prove that the employee has been in the job for a long time and experience doing the job.

Table 1. Respondent Demographic

| | Detailed Respondent | Total | Percentage (%) |
|-----------------|---------------------|-------|----------------|
| Gender | Male | 48 | 64% |
| | Female | 27 | 36 % |
| Age | <20 years | 7 | 9,2% |
| | 20-25 years | 16 | 21,3% |
| | 26-30 years | 21 | 28,0% |
| | >30years | 31 | 41,3% |
| Education Level | Junior High School | 10 | 13,3% |
| | High School | 62 | 82,7% |
| | Bachelor | 3 | 4,0% |
| Tenure | <1 years | 14 | 18,7% |
| | 1-5 years | 30 | 40% |
| | >5 years | 31 | 41,3% |

Source: Primary data processed (2022)

Table 2. Validity Test

| Variable | Indicators | Correlation | p-value | Test Results |
|-------------------------------------|------------|-------------|---------|--------------|
| Workload (X1) | X1.1 | 0,593 | 0,000 | Valid |
| | X1.2 | 0,531 | 0,000 | Valid |
| | X1.3 | 0,779 | 0,000 | Valid |
| | X1.4 | 0,537 | 0,000 | Valid |
| Job satisfaction (X2) | X2.1 | 0,713 | 0,000 | Valid |
| | X2.2 | 0,686 | 0,000 | Valid |
| | X2.3 | 0,506 | 0,000 | Valid |
| | X2.4 | 0,698 | 0,000 | Valid |
| Outsourced employee performance (Y) | Y1.1 | 0,596 | 0,000 | Valid |
| | Y1.2 | 0,712 | 0,000 | Valid |
| | Y1.3 | 0,707 | 0,000 | Valid |
| | Y1.4 | 0,590 | 0,000 | Valid |

Source: Primary data processed (2022)

Based on table 2 it can be seen that the instrument used in research, namely the workload variable (X1) consists of 4 statements, job satisfaction variable (X2) consists of 4 statements and performance variables outsourced employees (Y) consists of 4 statements, of all statements the data is declared valid because the value (r_{count}) > (r_{table}) of 0.227 and value overall significant.

Table 3. Reliability Test

| Variable | Alpha Cronbach | Alpha | Information |
|-------------------------------------|----------------|-------|-------------|
| Workload (X1) | 0.713 | | Reliable |
| Job satisfaction (X2) | 0.752 | 0,6 | Reliable |
| Outsourced employee performance (Y) | 0.753 | | Reliable |

Source: Primary data processed (2022)

Based on table 3 it can be concluded that all statement items from the workload variable (X1), job satisfaction variable (X2) and variables Outsourced employee performance (Y) has an Alpha coefficient greater than 0.6, thus a statement item for all of these variables declared reliable.

Table 4. Linearity Test

| | | Sum of Squares | Mean Square | F | Sig. |
|--------|--------------------------|----------------|-------------|-------|-------|
| X1 → Y | Deviation from Linearity | 28,955 | 5,791 | 1,862 | 0.112 |
| X2 → Y | Deviation from Linearity | 25,255 | 3,608 | 1,205 | 0.312 |

Source: Primary data processed (2022)

Linearity alpha $X1 \rightarrow Y = (0.112 > 0.05)$ and $X2 \rightarrow Y = (0.312 > 0.05)$. So, it can be concluded that the relationship between development programs and job satisfaction on outsourced employee performance is linear.

Table 5. Multiple Linear Regression

| Variable | Unstandardized Coefficients (Beta) | t count | Sig. | Information |
|------------|------------------------------------|---------|-------|--------------------|
| (Constant) | 6,076 | 2,509 | 0.014 | Positive influence |
| X1 | 0.362 | 3,042 | 0.004 | Positive influence |
| X2 | 0.375 | 3,247 | 0.002 | Positive influence |

Source: Primary data processed (2022)

Based on table 5 it can be concluded that for load variables work (X1) and job satisfaction variable (X2) there are no symptoms multicollinearity with indicated Tolerance values above 0.1 and VIF smaller than 10,000. Based on table 10, the influence between variables can be explained as follows.

X 1 = regression coefficient (X 1) of 0.362 with a sign stating that workload (X1) positively affects the outsourced employee performance variable (Y), meaning that the better the support from the workload will improve the performance of *outsourced* employees

X 2 = regression coefficient (X 2) of 0.375 with a sign stating that the job satisfaction variable (X2) has a positive effect on the outsourced employee performance variable (Y), meaning that the better the support from job satisfaction will improve the performance of *outsourced* employees .

Table 6. Test F

| Variable | F count | Sig F |
|------------------------------------|---------|-------|
| Workload (X ₁) | 10,206 | 0,000 |
| Job satisfaction (X ₂) | | |

Source: Primary data processed (2022)

Based on table 12 F test results obtained significant values ($0.000 < 0.05$) which means that simultaneously the variables workload (X₁) and job satisfaction (X₂) have a significant effect on the performance of *outsourced* employees (Y) in PT. The theme of Wardah Lestari Malang, so that H₃ is accepted. The analysis results that have been presented prove that the workload significant effect on the performance of outsourced employees at PT. Theme Wardah Lestari Malang, means employees who get workload well able to improve performance. The results of this study are in line with previous research by Sari, (2022)) and khazanah, (2018). Burden work that affects the performance of outsourced employees such as that target to be achieved, good working conditions, efficient use of time and the existence of good work standards. Workload at PT. The theme of Wardah Lestari Malang is like

employees work according to the target set, the work done in accordance with the skills and work done is not burdensome excessive employees.

The research results prove that simultaneously the workload and Job satisfaction has a significant effect on employee performance outsourcing at PT. The theme of Wardah Lestari Malang, means there is a burden work according to ability and satisfied with work capable improve the performance of outsourced employees. Employees who earn good workload and job satisfaction will improve performance so creating optimal work results at PT. The theme of Wardah Lestari Malang. High performance of outsourced employees is the hope by a company that has an impact on progress and the success of PT. The theme of Wardah Lestari Malang. This proves that the performance of outsourced employees is very influential on company because employees are required to carry out their duties responsibly. The results of the study show that job satisfaction has a dominant effect on the performance of outsourced employees, meaning that employees are satisfied with work will contribute to an increase in optimal performance. Sudyanto's research (2020) proves that there is an influence of load work and job satisfaction on employee performance, where the workload according to the ability of employees will increase job satisfaction, conversely if the workload is too heavy can reduce job satisfaction and employee performance.

CONCLUSION

Based on the results of the research and discussion that have been described, it can be concluded that workloads in the good category, job satisfaction category satisfied and high *outsourced* employee performance. Workload has a significant effect on the performance of *outsourced* employees at PT. The theme of Wardah Lestari Malang. Job satisfaction has a significant effect on the performance of *outsourced* employees at PT. The theme of Wardah Lestari Malang, means that employees who are satisfied with their work are able to improve performance. Workload and job satisfaction have a significant effect on the performance of *outsourced* employees at PT. Theme of Wardah Lestari Malang. This means that there is workload and *outsourced* employees who are satisfied with their work are able to increase performance to be high.

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