

The effect of job satisfaction and workload on employee performance at PT Suri Tani Pemuka

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ABSTRACT

Organizations can achieve success through their resources, especially human resources. Therefore, employees become locomotors who contribute to the organization's success sustainably. Of course, only employees with optimal performance can achieve such success. However, to maximize employee performance, there must be a strategy to improve it. This study used an associative descriptive quantitative method with a population of 50 respondents drawn into samples using non-probability sampling and saturated sampling / total sampling methods. Data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis states that employee performance is influenced by employee job satisfaction, meaning that the higher the job satisfaction felt by employees, the higher employee performance. The second hypothesis states that workload shows no influence on employee performance. The third hypothesis is that employee performance is influenced by employee job satisfaction and workload, which can simultaneously improve employee performance. This research is expected to make theoretical contributions to the literature in this context, certainly in the context of human resource management.

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1. Introduction

In facing competition in the global era, institutions are required to work more effectively and efficiently. Increasingly fierce competition causes institutions to be able to increase competitiveness to maintain their survival. Human resources are the most crucial element in determining the back-and-forth of an institution. To achieve the company's goals, human resources are needed to meet the requirements and needs of the institution. They can carry out tasks that the institution has determined. In general, each institution will always strive to improve its performance with the hope that its goal will be achieved (Danilenko & Perminova, 2022; Lopez et al., 2022). Resources are a company's most unique, vulnerable, purest, and hardest-to-estimate asset. Each employee has a different set of backgrounds, which will affect their respective expectations and, in turn, affect the dynamics of the relationship between humans and the company's organization (Putri et al., 2023). Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al. 2022; Haryadi. D, 2022; Haryadi. D et al., 2021). Human resources

play a significant role in organizations' achieving competitive advantage. The development of technology and environmental changes make human resources a critical factor in determining the ability of organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

Performance is defined as what employees do or don't do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals illegally, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviors in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

Employee performance is influenced by job satisfaction. Apart from job satisfaction, the determinant that can improve employee performance is job satisfaction. The higher the job satisfaction employees feel, the higher the employee performance (Haryadi et al., 2021). Job satisfaction is a statement of positive feelings workers express about their work based on the results of evaluating its characteristics (Pudjiastuti & Sijabat, 2022). Everyone has a different level of satisfaction according to the value system that applies to him; in other words, satisfaction is an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction, or dissatisfaction at work (Mansyur et al., 2022). Job satisfaction must be created because it can increase employee morale, dedication, and love for their work and strengthen employee discipline in the workplace (Haryadi & Wahyudi, 2020). Job satisfaction is an attitude (action-cognition), feeling of pleasure (expression-affection), or gap (gab) between what has been obtained and what is expected (Cheng et al., 2022; Wan & Duffy, 2022). Job satisfaction results from the employee's experience concerning his values, such as what is desired and expected from his job. This view can be simplified as job satisfaction is an individual's attitude and feedback on their work (Farmaki et al., 2022; Li et al., 2022). Job satisfaction results from employees' perception of how much their job can provide such an emotional state (Azima & Mundler, 2022; Luque-Reca et al., 2022).

In addition to job satisfaction factors, employee performance is influenced by workload. Workload is a process or activity that a worker must complete immediately within a certain period. If a worker can complete and adjust to several assigned tasks, it does not become a workload. However, if workers are unsuccessful, those tasks and activities become a workload (Buschman et al., 2023; Iqbal et al., 2024). Workload is a person's effort based on a request for the job to be completed. Workload is the process carried out by a person in completing the tasks of a job or a group of positions carried out under normal circumstances within a certain period (Huang et al., 2024; Moreno-Saavedra et al., 2024). Load is several activities in physical and psychological form that require mental abilities and must be completed within a certain period. Workload is a set or number of actions an organizational unit or office holder must meet within a certain period. Giving workload to employees must be balanced with the competencies and abilities of the employees themselves; otherwise, sooner or later, it will cause problems that can interfere with the performance of these employees in the future (Lisanne et al., 2024; Sobrie et al., 2023). Workload is a process or activity that is too much and can cause tension in a person. This can cause a decrease in employee performance caused by the level of expertise demanded is too high, too high speed, too much work volume, and so on. Workload intensity that is too large can create work stress; on the contrary, workload intensity that is too low can cause boredom or boredom (Ladouce et al., 2023; Ma et al., 2024).

PT Suri Tani Pemuka is a company engaged in the Aquaculture Industry established in 1987 as an integrated subsidiary of a leading animal protein company in Indonesia, PT Japfa Comfeed Indonesia Tbk, headquartered in Jakarta with more than 4,000 employees; we cover the business of shrimp and fish feed production, hatchery and shrimp/fish rearing and its processed products. PT. Suri Tani Pemuka owns and operates Banyuwangi, Situbondo, and Takisung ponds that cultivate vannamei shrimp (*Litopenaeus vannamei*). To support pond operations and supply the needs of fry in Indonesia, PT. Suri Tani Pemuka operates shrimp hatcheries in several locations, such as Banyuwangi, Singaraja, Negara, Carita, Indramayu, and Purwakarta. In addition, STP also has freshwater fish hatchery facilities in CiBed West Java and Marine Fish Hatchery in Singaraja Bali. Cooperation with BBI Klaten Regency for the procurement of tilapia seeds

and the TKT program for tilapia cultivation in caramba floating nets in the Gajah Mungkur reservoir, Wonogiri. Coldstorage PT. Suri Tani Pemuka is located in Banyuwangi, Medan, and Cirebon. It is HACCP-certified and equipped with modern equipment to produce value-added products with quality and product diversification according to market demand.

Since 1992, PT Suri Tani Pemuka has been producing various feeds for freshwater fish, brackish water fish, marine fish, and shrimp. We operate five feed mills strategically located throughout Indonesia. Each of our feed formulas is developed to meet the needs of commercial fish and shrimp farming for domestic and export markets. All incoming raw materials are strictly selected using advanced technology such as NIRS to ensure consistent feed performance at all levels. Our feed end products are not only quality tested before they leave the factory, but they also go through various field trials to produce optimal performance under different water conditions and cultivation conditions. To help fish and shrimp farmers fight water pollution, we operate 4 R&D facilities dedicated to researching new feed products that can reduce feed waste while improving feed digestibility and water quality stability.

This study aims to determine the factors that can improve employee performance. This research is expected to contribute theoretically to the literature in the context of human resources.

2. Research Method

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal approach research type process is an analysis that will look for an overview of the relationship, influence, impact, and causal effect of various concepts or factors that, in some ways, are designed in management science (Ferdinand, 2014). The population in this study was employees of PT Suri Tani Pemuka Anyer Serang, totaling 50 respondents. The sample in this study was PT Suri Tani Pemuka Anyer Serang employees, totaling 50 respondents. The sampling technique was saturated/total sampling, meaning that the entire population was drawn as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the Likert scale method, namely strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, 50 questionnaires were obtained from respondents. The author uses a questionnaire with a Google form and then disseminates it via WhatsApp from November 3, 2023, to November 29, 2023, where the data is collected. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include normality and multicollinearity of data. The t-test and f-test are used to determine the effect of variables by looking at t-statistical values and significance. In this study, the author formulated research hypotheses, including H1: There is a significant effect of job satisfaction on employee performance, H2: There is a substantial effect of workload on employee performance and H3: There is a significant effect of job satisfaction and workload simultaneously on employee performance.

3. Results And Discussions

Before a hypothesis test can be performed, a validity test must be committed to show the extent to which the measurement instrument or measurement method of something is positively designed. Five statements measured employee performance, five accounts measured job satisfaction, and workload was measured by five survey statements collected. This study seeks to validate the validity of the corrected item-total correlation value by looking at its importance in comparing the r-count with the r-table with the validity number Sakhikh has obtained. In addition, the value of Cronbach's alpha also received the value of reliability calculations that are very reliable, and the results of validity tests and reliability calculations for each variable with indicators can be seen in the table below.

Table 1. Validity and reliability test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Employee Performance				0.953
EP_1	0.854	0,279	Valid	
EP_2	0.912	0,279	Valid	
EP_3	0.838	0,279	Valid	
EP_4	0.871	0,279	Valid	

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
EP_5	0.881	0,279	Valid	0.866
Job Satisfaction				
JS_1	0.639	0,279	Valid	
JS_2	0.654	0,279	Valid	
JS_3	0.771	0,279	Valid	
JS_4	0.705	0,279	Valid	
JS_5	0.684	0,279	Valid	0.882
Work Load				
WL_1	0.771	0,279	Valid	
WL_2	0.705	0,279	Valid	
WL_3	0.763	0,279	Valid	
WL_4	0.587	0,279	Valid	
WL_5	0.772	0,279	Valid	

Table 1 shows that all statement indicator variables for each variable on each indicator have an r-count value of > 0.279 , which automatically meets the data validity standard. A needle is considered accurate if each r-calculate point r-validity value is > 0.279 . Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

Table 2. One-sample kolmogorov-smirnov test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.39327703
Most Extreme Differences	Absolute	.208
	Positive	.099
	Negative	-.208
Test Statistic		.208
Asymp. Sig. (2-tailed)		.089 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of Kolmogorov-Smirnov normality; the 2-tale significance normality test is Unstandardized Residual 0.089), residual data with a significance value greater than 0.05. It can be concluded that the data is typically distributed. The following multicollinearity test results can be seen in Table 1.3 below.

Table 3. Multiklonieritas test

Model	Tableicients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Job Satisfaction	.945	1.058
	Work Load	.945	1.058

a. Dependent Variable: Employee_Performance

The multicollinearity test obtained a Variance Inflation Factor (VIF) value of 1.058 and a Tolerance value of 0.945. The result of the decision for the multicollinearity test is that if the tolerance value ($0.945 > 0.10$) and VIF ($1.058 < 10$), it can be interpreted that there are no symptoms of multicollinearity, so it can be concluded that the model used does not contain symptoms of multicollinearity. The results of linear regression analysis can be seen in Table 4 below.

Table 4. Regresregressionr test

Model	Coefficients a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	5.200	3.308		1.572	.123
1 Job Satisfaction	.728	.132	.637	5.506	.000
Work Load	-.001	.113	-.001	-.007	.995

a. Dependent Variable: Employee Performance

A positive constant of 5,200 means that if the variable values of job satisfaction and workload are equal to zero, then the level or magnitude of employee performance is still 5,200. The regression coefficient of the job satisfaction variable has a positive value of 0.728, which means that if the value of the job satisfaction variable increases one hundred %, then employee performance increases 0.728 times. The value of the regression coefficient of the workload variable is negative -0.001. This explains that if the workload value decreases by one hundred %, the employee performance variable decreases by -0.001 times. The following analysis results in hypothesis testing are presented in Table 5 below.

Table 5. Hipotesis test

Variable	T-value	P-values	Result
JS → EP	5.506	0.000	Accepted
WL → EP	-.007	0.995	Rejected
JS & WL → EP	16.043	0.000 ^b	Accepted

Source: Results of research data processing 2023

Tabel 5 menunjukkan temuan pertama yang menjadi hipotesis ke satu dalam penelitian ini secara statistik kepuasan kerja memiliki pengaruh yang signifikan terhadap kinerja karyawan. Apart from job satisfaction, the determinant that can improve employee performance is job satisfaction. The higher the job satisfaction employees feel, the higher the employee performance (Haryadi et al., 2021). Job satisfaction is a statement of positive feelings workers express about their work based on the results of evaluating its characteristics (Pudjiastuti & Sijabat, 2022). Everyone has a different level of satisfaction according to the value system that applies to him; in other words, satisfaction is an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction, or dissatisfaction at work (Mansyur et al., 2022). Job satisfaction must be created because it can increase employee morale, dedication, and love for their work and strengthen employee discipline in the workplace (Haryadi & Wahyudi, 2020).

The second finding became the second hypothesis that the author formulated, hypothesized that rejected workload variables have no significant effect on employee performance. Workload is a process or activity that a worker must complete immediately within a certain period. If a worker can complete and adjust to several assigned tasks, it does not become a workload. However, if workers are unsuccessful, those tasks and activities become a workload (Buschman et al., 2023; Iqbal et al., 2024). Workload is a person's effort based on a request for the job to be completed. Workload is the process carried out by a person in completing the tasks of a job or a group of positions carried out under normal circumstances within a certain period (Huang et al., 2024; Moreno-Saavedra et al., 2024).

The third finding in the hypothesis of this study is that the variables of job satisfaction and workload have a dominant effect on employee performance. Job satisfaction must be created because it can increase employee morale, dedication, and love for their work and strengthen employee discipline in the workplace (Haryadi & Wahyudi, 2020). Job satisfaction is an attitude (action-cognition), feeling of pleasure (expression-affection), or gap (gab) between what has been obtained and what is expected (Cheng et al., 2022; Wan & Duffy, 2022). Job satisfaction results from the employee's experience with his values, such as what is desired and expected from his job. This view can be simplified as job satisfaction is an individual's attitude and feedback on their work (Farmaki et al., 2022; Li et al., 2022). Job satisfaction results from employees' perception of how much their job can provide such an emotional state (Azima & Mundler, 2022; Luque-Reca et al., 2022). At the same time, the load consists of several physical and psychic activities that require mental abilities and must be completed within a certain period. Workload is a set or number of actions an organizational unit or office holder must meet within a certain period. Giving workload to employees must be balanced with the competencies and abilities of the employees themselves; otherwise, sooner or later, it will cause problems that can interfere with the performance of these employees in the future (Lisanne et al., 2024; Sobrie et al., 2023). Workload is a process or activity that is too much and can

cause tension in a person. This can cause a decrease in employee performance caused by the level of expertise demanded is too high, too high speed, too much work volume, and so on. Workload intensity that is too large can create work stress; on the contrary, workload intensity that is too low can cause boredom or boredom (Ladouce et al., 2023; Ma et al., 2024).

4. Conclusion

From the results of research and discussion, the author formulates conclusions, among others; the first hypothesis states that employee performance is influenced by employee job satisfaction, meaning that the higher employee job satisfaction felt by employees, the higher the employee's performance. The second hypothesis states that workload does not affect employee performance. The second assumption does not follow the results of research and theories that have been proposed. The third hypothesis is that employee performance is affected by employee job satisfaction and workload. Job satisfaction and workload are included in the excellent category because the results of descriptive analysis often show qualified as an indicator analysis of cooperative attitudes in the company used for performance appraisal, and it is necessary to maintain a harmonious relationship between employees to have a sense of togetherness between employees is increasing to improve human resources. For future research, it is essential to add research variables such as organizational commitment, work discipline, and organizational citizenship behavior and add research samples from other departments so that they can find the factors that can improve employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

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