Article

The Effect of Job Satisfaction and Workload on Job Performance of Labor in Tangerang

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Abstract: This study discusses job satisfaction and workload among labor which there are still many problems affecting labor especially in the aspect of human resource. Furthermore, both of the variables will be related to the performance of labor. With the aim to analyze the effect between job satisfaction and workload on labor performance. The research method used multiple linear regression analysis and using convenience sampling techniques for collecting the data. The result of hypothesis testing in this study, there are one variable that significantly influenced labor performance, Job Satisfaction (sig. 0,00). While another variable is not significantly influenced on labor performance, Workload (sig. 0,14). For further research, it can add more variables that become a problem among labor and can conduct research in other regions besides Tangerang.

Keywords: Labor, Job Satisfaction, Workload, Job Performance

1. Introduction

Based on the World Economic Forum in 2019 Global Competitiveness Report, it is explained about the condition of human resources in Indonesia which shows a decreasing graph in the aspects of human resource capabilities. In this aspect of capability, it is explained about the current state of the workforce, which decreased and is ranked 73 out of 141 countries. This shows that there is a problem that is directly related to Indonesian labor. Thus, investment coming into Indonesia has decreased in view of the decrease in labor conditions. Many investors are not sure to invest in Indonesia, considering the capabilities of Indonesian human resources. It is companies' task to improve and maintain their labor to have good capabilities. Labor is the main aspect of companies' success because they are the holder of control in the production process. In other words, whether a production process is good or not, depends on the labor in carrying out the production process.

    High effectiveness of maintaining human resources will affect the quality of labor itself. The more things that company pay attention to, the better the job performance of

labor. Many factors affect the quality of work of the labor, some of them are job satisfaction and workload.

The factors that provide job satisfaction are individual factors, including age, health, character and expectations. In addition, there are also social factors which include family relations, community views, creative opportunities, workers' union activities, political freedom, and social relations. And the last is the main factor of job satisfaction which consists of wages, supervision, work peace, work culture conditions, and opportunities to progress. For example, wages and compensation in accordance with policies and based on justice. Therefore, a good system is needed in building labor quality. So, a policy was made to handle Indonesian Labor that is known as UU Ketenagakerjaan [1].

By providing good wages that are in accordance with the policies, labor are expected to be more productive and have full responsibility for their duties. So that the company's production volume target can be met. In addition, the existence of a fair application will establish good relations between workers and company. This will affect all workers, because they feel valued and appreciated properly.

Moreover, job satisfaction is not the only aspect that can impact its job performance [2], but there is also workload. This aspect is still a problem for Indonesian labor. Workload is the measurement of labor's capacity in adjusting their job which should be completed by the time that is given by the company. There are still many problems related to workload cases. For example, there is a company in Cilodong named PT Kaisar Laksmi Mas Garment that employed labor almost all day or about 22 hours without paying overtime wages.

1.1 Problem Statements

Based on the introduction above, the problem statement in this research is formulated as follows:
1. Is there any effect of job satisfaction on job performance of Labor in Tangerang?
2. Is there any effect of workload on job performance of Labor in Tangerang?
3. Is there any effect of job satisfaction and workload on job performance of Labor in Tangerang?

1.2 Objectives

1. To find the effect of job satisfaction on job performance of Labor in Tangerang.
2. To find the effect of workload on job performance of Labor in Tangerang.
3. To find the effect of workload on job satisfaction and workload on job performance of Labor in Tangerang.

2. Literature

2.1 Job Satisfaction

Job satisfaction as feelings that can produce a positive or negative impact to one party and responsibilities at work, then it is said that it is very important to understand that it is impossible to satisfy all employees in a company. In addition, job satisfaction which can be defined as an employee's emotional response to various work-related factors that produce pleasure, comfort, confidence, appreciation, self-development, and various positive opportunities, including upward mobility, recognition and the appraisal is carried out on the achievement pattern with monetary value as compensation [3].

Indicators of job satisfaction in this research are defined according to [4] including:

1. Work that is mentally challenging

   Workers tend to prefer jobs that directly give them the opportunity to use their skills and abilities and offer various assignments, then freedom and feedback about their work. The characteristics of such work will make work mentally challenging. At the moderate level of challenge, many workers will experience satisfaction and pleasure in working.

2. Appropriate rewards

   The workers want a wage system and promotion policies that are fair, not in doubt, and in accordance with their expectations. If the wage level matches the job demands, individual skill level and wage standard, it is likely to lead to job satisfaction. The important aspect in this case is not the amount of the wage, but a perception of fairness.

3. Supporting working conditions

   Good working conditions will lead to a comfort that makes it easier for workers to do the task. The work environment in question can be in the form of a harmless and troublesome physical condition.

4. Supporting colleagues

   For some workers, work is also one place to carry out social interaction. Therefore, it is important to have friendly and supportive colleagues. This will deliver increased job satisfaction. The behavior of superiors is also one of them.

2.2 Workload

According to [5], positive and negative workloads are a perspective. Perception is defined as a process in which individuals organize and interpret the impressions captured by their senses to give meaning to their environment.

Indicators of workload in this research including:

1. Targets to be achieved

   The target that should be achieved is the work target given to the worker in carrying out his work during the allotted time until the work is completed.

2. Working Conditions

   This aspect is the scope of how workers view the conditions of work, for example overcoming unexpected events such as doing extra work outside of the specified work time

3. Work Standards

   This indicator is an impression that is owned by the worker regarding his work, such as feelings that arise regarding the workload that must be completed within the allotted time

2.3 Job Performance

According to [6], performance is a function of the desire to do work, the skills needed to complete tasks, a clear understanding of what is done and how to do it.

Another perspective [7], a real performance is to realize all beliefs about employees about their behavior and contribution to an organization's achievement and explain that the factors determining the performance are practices regarding compensation, performance evaluation, and promotion. Researchers use indicators according to [8] which consists of:

1. Employee work quantity
    Employee work quantity is the amount produced and expressed in terms such as the number of units or the number of activity cycles completed. The quantity measured from employee perceptions of the number of activities assigned and the results.
2. The quality of employee work
    Quality is obedience in the process, discipline, and dedication. The degree to which work results are near perfect in another sense is that the work is ideal in the appearance of an activity, as well as fulfilling the expected objectives of an activity.
3. Employee efficiency
    Employee efficiency is the ability of employees to make the best use of each resource.
4. Employee Business
    Employee business is an awareness in employees to work with full dedication and try to be even better
5. Employee Professional Standards
    This aspect is the obedience of the employee concerned in respecting the work agreement that has been established.
6. Employee Ability
    This ability is something that is owned by workers to do every job, and the ability of workers to use common sense.
7. Employee Accuracy
    Relating to the timeliness required by workers to complete the work.

2.4 Framework of Thinking

In this study there is a framework of thinking which can defined as picture:
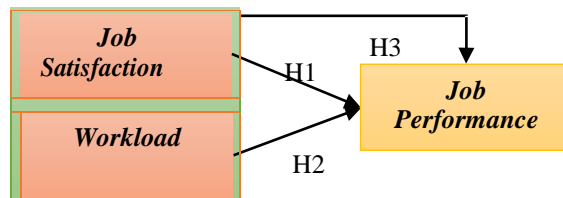

Figure 1 Conceptual Framework

Throughout the framework of thinking above, there are 3 hypotheses as follows:
H1: There is an effect of job satisfaction on performance of Labor in Tangerang
H2: There is an effect of workload on performance of Labor in Tangerang
H3: There is an effect of job satisfaction

3. Methods

This research uses quantitative research methods with descriptive-verification statistical techniques in which this research is conducted to find out, discuss, and analyze the current situation based on the facts on the ground and as is. The data collection technique uses the survey method that uses a sample that is only done in one time [9,10]. Thus, this study is included in the cross-sectional study, which can be interpreted as a study in which the independent variable and the dependent variable are assessed only once at a time [10,11].

Population in this study is the whole labor in Tangerang in every characteristic. Sample Size in this study is 50 labor from 4 different companies in Tangerang. This research used convenience sampling technique in collecting primary data. Convenience sampling is a sampling method by getting the people that are most easily obtained. Survey method has been used for data collection method in which questionnaire was used as instrument od survey method and questionnaire has been distributed to sample of the target population. In the questionnaire, there are 37 statements items, with ordinal scale measurement scale that categorized as SS (Strongly Agree), S (Agree), CS (Quite Agree), TS (Disagree), and STS (Strongly Disagree). Those categories are scaled of 1-5.

4.   Results

In this study, the sample was labor in the Tangerang area. Many industries are located in the Tangerang area, but only 4 companies are sampled in this study. These companies consist of two garment companies, a tofu-making company, and a cracker company.

The number of samples used in this study were 50 laborers. Where 50 workers are divided from the four companies in the Tangerang region. The sample workers are workers who do work directly in the process of making products in the factory.

4.1 Respondents Profile

a.   Based on Gender
The identity of respondents can be seen by the table below:

Table 1. Respondents Profile Based on Gender

No	Gender	Respondents	Percentages
1	Male	29	42%
2	Female	21	58%
	Total	**50**	**100%**

From the table above, the majority of respondents in this study are male.

b.   Based on Age
The identity of respondents that based on age can be seen in the table below:

Table 2. Respondents Profile Based on Age

No	Age	Respondent	Percentage
1	< 25	8	16%
2	26-30	3	6%
3	31-35	5	10%
4	36-40	13	26%
5	41-45	10	20%
6	> 45	11	22%
	Total	**50**	**100%**

The majority of the labor in Tangerang is between 36 – 40 years old, that still can adapt with the condition of the industry.

c.   Based on Education

If the respondents categorized by last education, the result can be seen in table below:

Table 3. Respondents Profile Based on La est Education

No	Age	Respondent	Percentage
1	High School	40	80%
2	Senior High	9	18%
3	Diploma (123)	1	2%
	Total	**50**	**100%**

We can see that most of the labor are graduated from Junior High School. So, it is important for the company to keep improving skill of the labor itself.

d. Respondents Profile Based on Years of Work

Based on the length of respondent's period of work can be seen in the table below:

Table 4 Based on Years of Work

No	Age	Respondent	Percentage
1	High School	40	80%
2	Senior High	9	18%
3	Diploma (123)	1	2%
	Total	**50**	**100%**

The result indicates that the majority of the respondents have a short period of less than 10 years. It is important for companies to build loyalty of their labor.

e. Descriptive Analysis

1. Job Satisfaction Variable

   In the agreed category that is work that adds to creativity and has a boss who has good communication skills.

2. Workload Variable

   There are two indicators that are said to be enough by workers in the Tangerang Region including the burden that is in accordance with the standards and regarding leaving the office on time. This is said to be enough for them because many of them have to do work outside the specified target.

3. Performance Variable

   The performance appraisal in this study is self-assessment, and workers feel that work swiftly and thoroughly is only sufficient. This happens because they do the same job every day. Where the concentration level of a person has a fatigue point, and when the fatigue point, they cannot work dexterously and thoroughly.

4.2 Research Instrument Tests

a. Validity Test

Validity test to guarantee that the questionnaire used to collect data is a valid questionnaire. The decision criteria are [11]: the r count > r table, then the instrument used is valid and the r count < r table, then the instrument used is invalid

r table can be calculated by determining the amount of the df that is N-2. N is the number of samples. At df= 48 and alpha = 0,05, then the r table is 0,36. In the testing the validity, there are 8 statements that are not valid for job satisfaction which are number 3, 5, 6, 7, 8, 9, 10. For workload there are 4 statements which aren't valid, they are number 1, 4, 5, 7 and for job performance that aren't valid which number 1, 4, 7, 9, 11, 13, 14. Here is the table of validity test:

Table 5 Validity test

Variable	Item	r-count	r-table
Job Satisfaction (X_1)	Statement 1	0,953	0,36
	Statement 2	0,953	0,36
	Statement 3	-0,2	0,36
	Statement 4	0,924	0,36
	Statement 5	0,05	0,36
	Statement 6	0,263	0,36
	Statement 7	0,146	0,36
	Statement 8	0,159	0,36
	Statement 9	0,157	0,36
	Statement 10	-0,04	0,36
	Statement 11	0,847	0,36
	Statement 12	0,891	0,36
	Statement 13	0,711	0,36
	Statement 14	0,093	0,36
Workload (X_2)	Statement 1	-0,3	0,36
	Statement 2	0,786	0,36
	Statement 3	0,901	0,36
	Statement 4	-0,122	0,36
	Statement 5	-0,035	0,36
	Statement 6	0,888	0,36
	Statement 7	-0,27	0,36
	Statement 8	0,82	0,36
	Statement 9	0,807	0,36
Performance (Y)	Statement 1	0,268	0,36
	Statement 2	0,906	0,36
	Statement 3	0,851	0,36
	Statement 4	-0,256	0,36
	Statement 5	0,665	0,36
	Statement 6	0,911	0,36
	Statement 7	0,101	0,36
	Statement 8	0,696	0,36
	Statement 9	0,068	0,36
	Statement 10	0,685	0,36
	Statement 11	-0,44	0,36
	Statement 12	0,849	0,36
	Statement 13	-0,291	0,36
	Statement 14	-0,342	0,36

b. Reliability Test

Reliability test is a process of measuring the accuracy or consistency of the instruments that have criteria:

1. If the Cronbach's Alpha coefficient (a) < 0,6, the item of questionnaire is unreliable
2. If the Cronbach's Alpha coefficient (a) > 0,6, the item of questionnaire is reliable
    Then, the reliability test result in this study are as follows:

Table 6 Reliability Test

Variable	α count	Standard α	Explanation
Job Satisfaction (X_1)	0,940	0,6	Reliable
Workload (X_2)	0,892	0,6	Reliable
Performance (Y)	0,899	0,6	Reliable

Based on the table above shows that all variables are reliable because all the result showed more than 0,6.

4.3 Classic Assumption Test

a. Normality Test

Normality test is used to determine whether the data distribution has a normal distribution or not [9]. Or in other words, whether the data distribution is normally distributed or not. In this case the data normality test was carried out by considering the kurtosis and skewness ratio that have criteria i.e., the result should be in the range of -2 and 2. Here are the results of the normality test:

Table 7. Normality Test of Job Satisfaction

Descriptive Statistics							
	N	Skewness		Ratio	Kurtosis		Ratio
		Statistic	Std. Error		Statistic	Std. Error	
KP1	50.00	-0.25	0.34	-0.73	-0.52	0.66	-0.79
KP2	50.00	0.00	0.34	0.00	-1.06	0.66	-1.61
KP3	50.00	-0.61	0.34	-1.81	1.29	0.66	1.95
KP4	50.00	-0.45	0.34	-1.34	-0.85	0.66	-1.28
KP5	50.00	-0.09	0.34	0.26	-0.96	0.66	-1.45
KP6	50.00	-0.23	0.34	-0.70	-1.14	0.66	-1.73
Valid N (listwise)	50.00						

Table 8. Normality Test of Workload

	N	Skewness		Ratio	Kurtosis	
	Statistic	Statistic	Std. Error		Statistic	Std. Error
Reach Target	50.00	-0.45	0.34	-1.34	-0.75	0.66
On time	50.00	-0.39	0.34	-1.15	-0.37	0.66
Keep working	50.00	-0.12	0.34	-0.36	-1.03	0.66
Standard workload	50.00	0.03	0.34	0.09	-0.98	0.66
Leaving the Office on Time	50.00	0.35	0.34	1.04	-0.81	0.66
Valid N (listwise)	50.00					

Table 9. Normality Test of Job Performance

NORMALITAS KINERJA							
Descriptive Statistics							
	N	Skewness		Ratio	Kurtosis		Ratio
	Statistic	Statistic	Std. Error		Statistic	Std. Error	
K1	50.00	-0.38	0.34	-1.12	-0.65	0.66	-0.98
K2	50.00	-0.15	0.34	-0.45	-0.47	0.66	-0.71
K3	50.00	-0.39	0.34	-1.17	-0.66	0.66	-1.00
K4	50.00	-0.42	0.34	-1.24	-1.26	0.66	-1.91
K5	50.00	-0.51	0.34	-1.50	-0.74	0.66	-1.12
K6	50.00	-0.55	0.34	-1.62	-0.94	0.66	-1.42
K7	50.00	-0.06	0.34	-0.19	-0.69	0.66	-1.04
Valid N (listwise)	50.00						

Based on the tables above, shows that all instruments are normally distributed because the number of each result is in the range between 2 and -2.

b. Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between independent variables. Then the provisions of the presence or absence of multicollinearity problems are:
1. The value of tolerance ≥ 0.10 and the value of VIF (Variance Inflation Factor) ≤ 10 is free from multicollinearity problems.
2. A tolerance value < 0.10 and a VIF value > 10 then there is a multicollinearity problem.
    The results of multicollinearity test in this study are illustrated in the following table:

Table 10. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	**VIF**
Job Satisfaction (X_1)	0.25	3.93
Workload (X_2)	0.25	3.93

In the multicollinearity test results all the independent variables have tolerance values above 0.1 and have a VIF value below 10, so it can be concluded that multiple linear regression free multicollinearity between the dependent variable and the independent variable [10].

c. Heteroscedasticity Test

The Heteroscedasticity Test aims to test whether in the regression model there is an unequal variance from the residuals of one observation to another [9]. In this study using Spearman's Rho. Then the provisions on the presence or absence of heteroscedasticity are:
1. If the significance value is > 0.05, then the model is free from heteroscedasticity.
2. If the significance value < 0.05 then the model has a heteroscedasticity problem.
    Then the heteroscedasticity test results are as follows:

Table 11. Heteroscedasticity Test

Model	Unstandardized residual
Job Satisfaction (X_1)	0.60
Workload (X_2)	0.43

In the heteroscedasticity test results in this study all independent variables have a significance value above 0.05 so that it can be concluded that the research data is free from heteroscedasticity problems.

4.4 Multiple Linear Regression Analysis

Multiple linear regression analysis was performed to examine the effect of the independent variables on the dependent variable [11]. Multiple linear regression has the following equation:

$$Y = \alpha + b_1X_1 + b_2X_2$$

Explanation:
Y = Job performance
α = Constant
X_1 = Job Satisfaction
X_2 = Workload

The results of multiple linear regression analysis in this study are as follows:

Table 12. Multiple Linear Regression

Model	Unstandardized coefficients		Std. Coefficients	t	Sig.
	B	**Std. Error**	**Beta**		
(Constant)	5.04	1.62		3.12	0.00
Job Satisfaction (X1)	0.81	0.11	0.79	7.38	0.00
Workload (X2)	0.24	0.16	0.26	1.50	0.14

Based on the table above, the calculation of independent variables is arranged in a model as follows:

$Y = 5,04 + 0,81X1 + 0,24X2$

The results of the analysis can be integrated as follows:
1. The constant value in the above equation is 5.04 which shows that if X1 (Job Satisfaction) and X2 (Workload) are constant or $X = 0$, then the Y value (Job Performance) is 5.04
2. X1 or job satisfaction shows a coefficient value of 0.81. This means that if job satisfaction increases, labor performance also increases
3. X3 or workload shows a coefficient of 0.24. So, it can be concluded that there is no influence between workload and labor performance.

4.5 Hypothesis Test

a. F Test

F test is used to measure the goodness of fit of a linear equation [9]. The level of significance used to test linear equations is 5% or 0.05.

Table 13 F-Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	703,25	2,00	351,63	149,12	,000b
Residual	110,83	47,00	2,36		
Total	814,08	49,00			

F table = (k; n-k)
Explanation: k; Number of independent variables; n: Number of respondents or research samples

So, the F table can be found in (3; 48) with a significance of 5% is 3.19. Based on the output table derived from the ANOVA SPSS output table, it is known that the significance value (Sig.) since the F test is 0.00. Because Sig 0,000 <0.05, the decision in the F test can be concluded that job satisfaction and workload have an influence on performance.

Based on the output table above proved by the calculated F value of 149.12, where if F count > F table then the hypothesis is accepted. It can be seen that the calculated F value is 149.12 > 3.19, it requires that the hypothesis is accepted and if it is concluded there is a stimulant or joint effect between the two independent variables, namely between job satisfaction and workload on the dependent variable, namely labor performance in Tangerang.

b. T Partial-Test

In the t or partial test carried out using the t-partial principle including:

1. If the value of t arithmetic > t table and significant < 0.05, it means that H0 is rejected, and Ha is accepted
2. If the value of t arithmetic < t table and significant > 0.05, it means that H0 is accepted, and Ha is rejected

Here is the result:

Table 14. T Partial-Test

Variables	Unstandardized coefficient	t	Sig.	Explanation
Job Satisfaction	0.81	7.38	0.00	There is a positive effect
Workload	0.24	1.50	0.14	There is not an effect

Based on the table above for job satisfaction with a t value of 7.38 where 7.38 > 2.012, so that one of the requirements is met. While for a significant value of 0.00 where 0.00 < 0.05. This means that the number one t-partial principle can be proven from the results of this calculation. So, it can be concluded that there is a partial and significant influence of job satisfaction on labor performance.

However, the workload is slightly different. With the above calculation, it can be seen that t arithmetic is 1.50 where 1.50 < 2.012 and the significant value is 0.14 where 0.14 > 0.05 so that the workload variable enters the principle of t-partial number two. In other words, workload does not have an effect on labor performance.

Itt can be concluded that of the two independent variables in this study, only one has a partial and significant effect on the dependent variable. The variable which has an influence on performance (Y) is the variable X_1, that is job satisfaction, but for the workload (X_2) there is no significant effect on the labor performance (Y).

c. R-Square Test

The coefficient of determination (R^2) is the magnitude of the effect of all independent variables on the dependent variable with a range of coefficient values between 0 to 1. In another sense, the more the value of R Square approaches 1, the better the regression model that is formed to explain the problem (test goodness of fit model). Following are the results of the r-square test.

Table 15. R-Square Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,929[a]	0,86	0,86	1,54

It can be seen in table 4.19, the results of calculations using SPSS show a value of 0.86 where the number is close to 1. So, it can be concluded that there is an influence between job satisfaction and workload effecting simultaneously or jointly on performance.

5. Conclusion and Suggestions

This research has answered the research hypothesis, so it can be concluded as follows:

1. There is a partial and significant influence between job satisfaction (X_1) on performance as Y among labor in Tangerang
2. There is no influence between X_2, namely workload on Y, namely performance among labor in Tangerang
3. There is an influence between job satisfaction and workload simultaneously or together on the performance of labor in Tangerang.

There are two suggestions for company and for the next researchers

1. Increase Job Satisfaction

   The company can increase labor satisfaction where labor satisfaction has been proven to have a significant effect on performance. Increased job satisfaction that can be done by companies can be in the form of increasing the intensity of communication between superiors and workers themselves [12,13]. Because good communication between superiors and workers will foster a sense of enthusiasm in the workers themselves [14,15,16]. Then companies can also increase job satisfaction in the form of constant wage setting based on the workload they carry and work time [17-20]. With the appropriate wages, workers will feel valued for their efforts at work.

2. For Further Researchers

   Based on the results of this study, it is expected to be one of the references for further research with different research objects and models. Further researchers can also add research variables so that they are not only measured based on job satisfaction and workload but can also be used other variables that do exist within an organization.

Conflicts of Interest: "The authors declare no conflict of interest."

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