
THE RELATIONSHIP BETWEEN WORKLOAD AND CAREER DEVELOPMENT ON JOB SATISFACTION; Case Study PT XYZ

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Abstract

This research begins with the phenomenon of workload problems and unclear tasks that cause employees to feel the workload given by employees to get promotions in accordance with career development plans that have not been implemented properly. So that the resulting job satisfaction is not in accordance with the wishes of employees. The need of this investigation was to find out the relationship between work load (WL) and career development (CD) on job satisfaction (JS) for PT XYZ. This article use quantitative methodologies. A total of 88 samples were used, with 88 participants participating in the saturation sample study. A questionnaire was chosen as a test data capture approach in this inquiry for validity and reliability testing of the research instrument. PLS-SEM is used to analyze data using structural model analysis. According to the findings of this research, workload (X1) does not appear to have a direct impact on job satisfaction (Y). Workload (X1) influences career growth (X2), and career development (X2) influences job satisfaction (Y). The factor of workload (X1) through career development (X2) has a large enough impact on job satisfaction (Y) PT XYZ.

Keywords: Workload; Career Development; Job Satisfaction; PLS-SEM

1. Introduction

A company must possess human resources as a vital component. By selecting competent, trustworthy, and loyal employees, the firm will be able to achieve its objectives more quickly. Human Resources is also a factor of a quality organization's realization; an organization's aims and objectives are achieved via the collaborative efforts of a group of individuals inside it. According to various experts, human resources

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that are well-managed may give positive feedback to the firm. They define human resource management as "a technique to govern employees inside an organization to attain and fulfil organizational goals." (Garry Dessler 2017; Mondy 2016; Noe 2016).

The assessment of employee job satisfaction is one of the most vital aspects of human capital management. A company should guarantee that people are satisfied with their jobs, since this is a necessity for enhancing productivity, responsiveness, quality, and service. Job satisfaction is one of the keys for staff to perform the duties. Employees who have job satisfaction will show positive attitudes and emotions so that they are able to work well. Job satisfaction can also have an impact on employee career development, so that career development in a company will lead to increased employee satisfaction, loyalty, creativity, and decreased employee turnover (Busro, 2018). In addition, employee JS will have a beneficial impact on the quality of services that will be provided later on, and for the organization, JS will have a beneficial impact on institution organizational effectiveness, through improving employee attitudes, behaviours, and skills. Furthermore, certain people will enjoy the maximum production results from the organization.

According to the findings of a pre-survey of 30 workers, the first difficulty identified as having an influence on job satisfaction is that the workload supplied is excessive and takes a long time to finish since it is not in agreement with the main task. Employees feel that corporate rotation is ineffective when it comes to career growth.

2. Theoretical Framework

2.1 Workload

According to Suci R. Mar'ih Koesomowidjojo (2017: 21) states "Workload is the process of determining the number of hours of work human resources work, use, and are needed to complete a job for a certain period of time". Mudayana in Ahmad Hannani (2016) says that "workload is something that develops from the interplay between the demands of activities, the work environment where it is utilized as a colleague, abilities, behavior, and perceptions of employees."

2.2 Career Development

According to G. Dessler (2017:379) A lifetime of actions that contribute to the discovery, formation, success, and fulfilment of one's profession is referred to as career development. Rivai and Sagala (2016: 274) believe that, CD is the process of improving one's individual job qualities in order to pursue a preferred career. Nitisemito (2016: 74) believe that, the types of CD that can be made are:

a) Coaching from the leadership

A leader is a person who has the task of directing and guiding subordinates and is able to obtain the support of subordinates so that they can move to achieve company goals.

b) Education and training

Education and training are efforts to improve human resources, particularly intellectual ability and personality.

c) Promotion

Promotion in human resource management can be defined as the progress of an employee on a better task, seen from the point of view of heavier responsibilities, dignity, higher status, better skills, and especially additional payment of wages or salaries.

d) Mutation

Mutation or transfer is an activity that moves an employee from one job to another that is considered equal or parallel.

2.3 Job Satisfaction

In Robbins & Judge (2017:116) suggests Job satisfaction is a favorable feeling about one's employment as a consequence of an assessment and its quality. A person who is satisfied with his job has good sentiments about it, whereas someone who is dissatisfied has negative feelings about it. Job satisfaction can be used as a measuring tool to be able to assess how well the state of a company is doing. According to Mangkunegara (2016), there are six theories of job satisfaction that can be considered, namely: equity theory, discrepancy theory, Need fulfillment theory, social reference group theory, Herzberg's two-factor theory, and expectancy theory are all examples of theories. Employee job satisfaction needs to be considered properly by the company because the level of employee satisfaction will have an impact on the good or bad achievements of the company. List of past research:

The figure 1 shows the results of previous research on workload, career development, and job satisfaction. Previous research has strengthened some of the alleged relationships between the variables studied in this study. For example, according to Paramita Other, 2017, results in several conclusions that career development and workload affect job satisfaction either partially or simultaneously. The research presented in this study is a development of the results of previous studies that are not yet complete. One of the purposes of this research is to examine the relationship between performance burden and career development, and then the path of performance burden through career development to performance satisfaction.

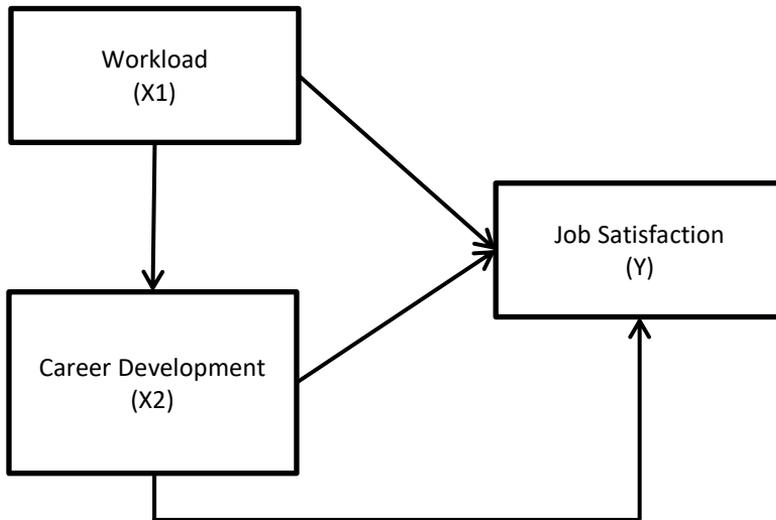
Figure 1. List of past research



Source: authors synthesis

2.4 Research Paradigms and Hypotheses

Figure 2. Research Paradigms



Source: authors representation

- H_a = There is a considerable correlation at the Workload (X1) on Job Satisfaction (Y)
- H_0 = There is no considerable correlation at Workload (X1) on Job Satisfaction (Y)
- H_a = There is a considerable correlation at Career Development (X2) on Job Satisfaction (Y)
- H_0 = There is no considerable correlation at Career Development (X2) on Job Satisfaction (Y)
- H_a = There is a considerable correlation at the Workload (X1) on Career Development (X2)
- H_0 = There is no considerable correlation at Workload (X1) on Career Development (X2)
- H_a = There is a considerable correlation at Workload (X1) through Career Development (X2) on Job Satisfaction (Y)
- H_0 = There is no considerable correlation at Workload (X1) through Career Development (X2) on Job Satisfaction (Y)

3. Research Method

This study takes a quantitative approach, using literature and field studies such as observation, interviews, and primary data collection or questionnaires as data gathering

methods. Referring to the opinion (Hair Jr, Hult, Ringle, & Sarstedt, 2016) because this study uses 1 (one) independent variable and 1 (one) intervening so that the total considered to affect the dependent variable is 2 (two). This study included a total of 88 samples.

A descriptive explanatory analysis is used in this investigation. Descriptive statistical processing is a statistic that is used to summarize or describe data in order to examine it that has been obtained as it is without the goal of producing public-facing conclusions or generalizations (Sugiyono, 2017). Following the descriptive analysis, validity and reliability tests, as well as verification analysis, or hypothesis testing, were conducted. PLS-SEM is the data processing technology used in this investigation.

The Datatype Likert scale is used in this study to evaluate a person's attitudes, views, and perceptions of social phenomena, and the operational variables/dimensions are converted into variable indicators (Sugiyono, 2017). Using saturation sample research, a total of 88 participants were sampled. A questionnaire was chosen as a test data capture approach in this inquiry, with validity and reliability tests performed on the research instrument.

The independent variable's consequence on the dependent variable was determined via hypothesis testing. The baseline hypothesis (H_0) states that the independent and dependent variables have no meaningful link, whereas different perspective (H_a) states that there is a significant correlation at the two variables. The consequence of each exogenous variable on the endogenous variable is evaluated using the T Statistics test. PLS may be used to carry out the T Statistics test.

4. Results

Following the delivery of the questionnaires to the respondents, the researchers processed the PLS-SEM test results in this study, as indicated below:

| | T Statistics | P Values | Results |
|--|---------------------|-----------------|-----------------|
| Direct Effect | | | |
| Workload -> Career Development | 26.381 | 0.000 | Significant |
| Workload -> Job Satisfaction | 0.315 | 0.753 | Not significant |
| Career Development -> Job Satisfaction | 4.158 | 0.000 | Significant |
| Indirect Effect | | | |
| | T Statistics | P Values | Results |
| Workload -> Career Development -> Job Satisfaction | 4.044 | 0.000 | Significant |

The outcome of this inquiry are stated in the table above, where As seen in the table, professional advancement has a direct and considerable impact on job satisfaction with a T Statistics value of 4.158, because it is more than 1.96. The workload variable also has a direct and considerable impact on career development with a T Statistics value of 26,381. Workload has no direct or substantial impact on job satisfaction because the T statistics value is 0.315, it denotes the worth is less than 1.96.

In the table above, there is a relationship that shows indirectly, namely, workload through career development on job satisfaction. The outcome of data processing show that there is a substantial impact of the workload variable through career development on job satisfaction. This is what makes it different from previous research as has been done by Parimita et al, 2017. In the research of Parimita et al., 2017, workload has a detrimental affect and substantial influence on JS, but this study reveals that workload has no direct effect on JS. However, the workload variable had an indirect substantial impact on job satisfaction in this investigation via career development.

5. Conclusions

The researchers therefore conclude that that the workload (X1) does not appear to have a direct impact on job satisfaction (Y). Workload (X1) influences career growth (X2), and career development (X2) influences job satisfaction (Y). The factor of workload (X1) through X2 has a large enough influence on (Y) PT XYZ. From an academic standpoint, this research can offer references to various paths compared to earlier research, and there is still room for future research advancement.

Employee job satisfaction is further improved by providing various tasks to reduce boredom at work, reducing pressure caused by supervision carried out by superiors when doing assigned tasks, and paying more attention to the potential possessed by each employee in order to stimulate morale and improve employee performance. Every employee at PT XYZ is motivated to work. Because if employees are not satisfied with their work, their performance will decrease, and vice versa, if employees are satisfied with the existing work, the performance of individuals and companies will also increase.

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