Analysis of Job Satisfaction Factors

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Abstract: The purpose of this research is to determine the influence of workload, human relations, and work-life balance on employee job satisfaction at PT. with a population of 119 employees and a sample of 92 respondents. This research uses quantitative methods, namely the study of the relationship between two or more variables. The data was analyzed using the SmartPLS version 4 program. Based on the results of tests carried out on all variables, it is known that partially there is a significant influence between workload variables on employee job satisfaction, as well as the human relations variable on job satisfaction. The work-life balance variable also significantly influences job satisfaction. This is proven by the Adjusted R² value of 0.660, meaning that job satisfaction can be explained by the three factors that influence employee performance (67.1% and the remaining 32.9% is influenced by other factors outside the variables of this research.

Keyword: Workload, Human Relations, Work Life Balance, Employee Satisfaction.

INTRODUCTION

As a result of the pandemic causing increased inflation, organizations must make work quality a primary concern to increase human resources. HR strategy in line with CIPD (The Chartered Institute of Personnel and Development) as quoted in Mullins (2005) involves planning, implementing, and controlling a series of human resource management policies. As a consequence, fulfilling workers' job expectations will lead to job satisfaction if done correctly.

One of the factors that contribute to job satisfaction experienced by employees at PT XY is workload. According to Menpan (1997) in Dhini Rama Dhania (2010), workload can be defined as a set

of tasks imposed on an organizational unit or a position holder that must be completed within a certain period. Workload also reflects the amount of effort expended both physically and mentally by a worker. In addition, Gibson and Ivancevich (1993: 163) in Talo (Talo, Timuneno, and Nursiani, n.d.) describe workload as an external demand imposed on a person that is beyond the ability to handle it. Meanwhile, from Anies' (2005) perspective, Anies (2005) classifies workload into two different groups. **Quantitative overload,** sometimes,

work goals can exceed an individual's capabilities, leading to burnout and stress and **Qualitative overload,** if an assignment is demanding and complex. In addition, Irzal (Irzal, 2016) characterizes workload as an exertion performed by a person to fulfill a task or obligation. Previous research conducted by I Gede, et al. (Gede and Desi, 2015) showed that job satisfaction at PT Panca Dewata Denpasar can be influenced by workload as well.

Additionally, human relationships are an important element that contributes to job satisfaction. Ratih (Dwi 2017) postulates that human relationships refer to the nature of interactions between individuals where each individual approaches another with the desire to interact. In the field of human resources, the term "human relations" encompasses the way individuals communicate and collaborate in a professional environment. David and John (2009:78), as cited in Rahman and Kasmiruddin (2017), define human relations as the interaction between individuals in the work environment and organization. Another definition taken from Malayu S.P. Hasibuan's book entitled "Human Resource Management" explains human relations as an interpersonal relationship built on the basis of one's self-awareness to build mutual benefits. Onong describes it as the interaction between people both inside and outside their work situation. According to Effendy (2009), in analyzing human relations, there are several dimensions and indicators that can be considered.

1. **Interpersonal communication,** in the form of dialog and the process takes place reciprocally between two or more individuals who take place face-to-face.
2. **Psychological Communication,** namely communication that describes, describes, predicts and predicts events and various mental processes (thinking) in communication behavior.

Previous research conducted by Afrian and Kasmiruddin (Rahman and Kasmiruddin 2017) identified that relationships between humans include five components, namely communication, direction, openness, and mutual respect which involve two or more positions that have the same significance as each other and are potentially dependent on each other. at the output of each other in their roles. An employee cannot feel satisfied if his personal and family needs are not properly met.

Work-life balance is an important aspect that contributes to employee satisfaction and success. Previous research conducted by I Made (2016) revealed that work-life balance has a direct influence on job satisfaction. In addition, it was also found that job satisfaction is partially influenced by the level of satisfaction in maintaining this balance. Based on the opinion of Louise P. Parkes (2008), work-life balance refers to the ability of employees to manage their professional responsibilities while still paying attention to their personal and family obligations. In line with this, Fisher's view in Nurhahiba (2020) states that work-life balance can occur when a worker tries to coordinate two or more roles that have the same value to him and which he may consider his obligations.

Employees may feel that they are not successful in their careers and experience a decrease in productivity levels even though they are given large salaries and good working conditions by their superiors because there is a strong relationship between personal and family needs and career success (Herminda, Endang, & Darmin, 2019). The work-life balance measurement was developed by McDonald and Bradley (McDonald, Brown, & Bradley, 2005) who defined it as follows.

1. Balance of Time
   Strive to maintain a balance between time spent at work and time spent outside of work. In other words, a method to balance time between work or leisure and adequate rest.
2. The Balance of Engagement
   Focus on equity in psychological engagement at work and outside of work, so that people can enjoy their time and engage both physically and emotionally in their social activities.

3. Satisfaction Balance

      Self-satisfaction and wish fulfillment are two ways to look at the balance of satisfaction.

      Job satisfaction at PT. XY Industry was reported as unsatisfactory, as revealed in the results of research conducted by researchers, which was based on observations made. This is evidenced by an increase in employee turnover and production volume as seen in table 1.

Table 1. 2022 Employee Turnover Data

2022	Production Output	2023	Production Output
January	263.331	January	285.171
February	250.452	February	264.431
March	287.731	March	286.321
April	208.562	April	160.980
May	193.158	May	290.790
June	244.756	June	247.191
Amount	**1.447.990**	Amount	**1.534.884**

Source: PT. XY

Table 2. Production Output

| Sub Dept	Total Employees
Production	5
Engineering	4
Maintenance	2
Quality Assurance	1
Total	12

Source: PT. XY

      Based on the information in table 2, it can be observed that the majority of workers are dissatisfied with their working conditions. In particular, an increase in the production of automotive components, which implies heavy workloads. Additionally, there appears to be a prevalence of assignments that are given suddenly and are time-bound. These findings indicate that employees face difficulties in adapting to organizational culture, which includes communication patterns between superiors and subordinates. There is no interest from researchers regarding workload as an independent variable between employees and individual evaluation results, while very few researchers have examined workload variables. No attention is paid to working under pressure, with not much free time available with the family.

      With the understanding that the context and amount of previous research that has been completed, human relations within the organization, and work-life balance should be identified as the dominant factors impacting the level of job satisfaction of PT XY employees.

      Based on the background description, the authors can formulate the problems that will be discussed in this study as follows:

1. Does workload affect employee   job satisfaction at PT. XY Bekasi?
2. Does human relations affect employee job satisfaction at PT. XY Bekasi?
3. Does work-life balance affect employee job satisfaction at PT. XY Bekasi?

      This research consists of independent variables, namely workload (X1), relationships between people (X2), and work-life balance (X3), and a dependent variable, namely employee job satisfaction (Y), with thought patterns and hypotheses presented in Figure 1.
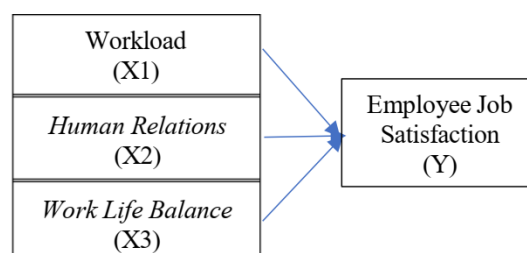
Source: Ghozali and Latan Henky, (2015), Processed by the author
Figure 1. Conceptusl Framework

Hypothesis

H1 :   There is an influence between Workload and Employee Job Satisfaction at PT. XY

H2 :   There is an influence between Human Relations on employee job satisfaction at PT. XY.

H3 :   There is an influence of Work Life Balance on Employee Job Satisfaction at PT XY.

METHOD

This study uses quantitative methods. The research was carried out at PT XY. Employees in the production and engineering departments were surveyed to determine a sample of 92 respondents based on the use of Slovin's sampling technique. The two main data sources are obtained through primary data and secondary data. For a more systematic collection, this procedure combines a combination of observation techniques, literature reviews, interviews, and distributing questionnaires.

This research was analyzed using the structural equation model (SEM), and data analysis was carried out using the partial least squares (PLS) method to ensure effective problem-solving. In the SEM-PLS model, there are two main models, namely the measurement model, or outer model, and the structural model or inner model (Ghozali and Latan Henky, 2015).

1. Outer Model
   a. Convergent Validity Test

      Convergent validity, as an indication of the trustworthiness of reflective indicators, can be calculated by assessing variables that can be seen from the level of outer loading of each indicator variable. If the indicator value has an outer loading higher than 0.70 and the Average Variance Extracted (AVE) is more than 0.5 (Ghozali & Latan Henky, 2015), then it can be said to be reliable. Conversely, if the outer loading value falls between 0.50 and 0.60, then the indicator will be removed from the analysis (Ghozali & Latan Henky, 2015).

   b. Discriminant Validity Test

      Internal Consistency Reliability measures indicate how well the measure is able to capture the underlying concept. Two commonly used indicators are composite reliability and Cronbach's alpha. Composite reliability ranging from 0.6 to 0.7 is considered adequate (Hair et al., 2021), while Cronbach's alpha must be above 0.7 (Ghozali & Latan Henky, 2015).

   c. Composite Reliability Test

      To establish convergent validity, we need to ensure that the construct measures are highly correlated (Ghozali & Latan Henky, 2015). Reflective indicators and AVE use 0.5 as a cutoff value, which means that if the AVE is equal to or higher than 0.5, then the reflective indicator can be trusted in measuring the corresponding construct because it can explain 50% or more of the item variance (Hair et al., 2021).

2. Inner Model
   a. Determination Coefficient (R^2)

      The R2 value indicates the extent to which exogenous constructs explain endogenous constructs. Ideally, this value ranges between 0 and 1, with values below 0.67 considered weak, moderate, and strong (Hair et al., 2021). According to Chin (1998) cited by Ghozali and Latan Henky (2015), the R2 criteria for strong, moderate, and weak are 0.67, 0.33, and 0.19, respectively.

   b. Effect Size (f^2)

      Effect size is a statistic used to determine the strength of the relationship between variables. An f^2 value of 0.02 is classified as small, while 0.15 is considered medium,

and 0.35 is large. If the value is below 0.02, then it can be ignored or considered to have no effect.

  c. Path Coefficients

      The path coefficient is used in this case to measure the importance and strength of the relationship between the constructs and also to verify the proposed hypothesis. The range of path coefficient values is -1 to +1, with higher values indicating a stronger relationship between the constructs. A negative value closer to -1 implies that the relationship is an inverse relationship.

3. Multiple Regression Analysis

      Regression analysis is used to predict the value of variable Y based on variable X and thus determine how variable Y changes per unit change in variable X.

4. $\hat{Y} = a + ß_1 X_1 + ß_2 X_2 + ß_3 X_3$

Description:

$\hat{Y}$ = Job satisfaction

X_1 = Workload

X_2 = Human relation X_3 = Work life balance   a   = Constant

$ß_{1, 2, 3}$ = Coefficient of each variable X_1, X_2, X_3 e   = Error Term

5. Goodness of Fit

      The concept of goodness of fit emerged as a way to assess measurement models and structural models. This measure is considered an appropriate measure by Ghazali for reflective measurement models. The formula is shown as follows:

$$\sqrt{Evenly\ AVE + Evenly\ R\ Square}$$

      According to Ghozali and Latan Henky (2015), the recommended communality value, as stated by Fornell and Larcker, is 0.5. If the small R- square is 0.02, medium 0.13, and large 0.26 according to Cohen, then.

GOF Small = $\sqrt{0,5 \times 0,02}$ = 0,10

GOF Medium = $\sqrt{0,5 \times 0,13}$ = 0,25

GOF Large = $\sqrt{0,5 \times 0,26}$ = 0,36

RESULTS AND DISCUSSION
Outer Model
Convergent Validity Test

Table 3. Outside Loading

	BK	HR	KK	WLB	KET
BK1	0.766				VALID
BK2	0.792				VALID
BK3	0.721				VALID
BK4	0.751				VALID
BK5	0.719				VALID
BK6	0.799				VALID
BK7	0.806				VALID
BK8	0.743				VALID
BK9	0.807				VALID
HR1		0.823			VALID
HR2		0.692			VALID
HR3		0.821			VALID
HR4		0.787			VALID
HR5		0.805			VALID
HR6		0.76			VALID
HR7		0.813			VALID
HR8		0.786			VALID
HR9		0.783			VALID
KK1			0.835		VALID
KK10			0.744		VALID
KK11			0.79		VALID
KK12			0.772		VALID
KK13			0.782		VALID
KK14			0.809		VALID
KK2			0.849		VALID
KK3			0.793		VALID
KK4			0.783		VALID
KK5			0.803		VALID
KK6			0.785		VALID
KK7			0.808		VALID
KK8			0.804		VALID
KK9			0.783		VALID
WLB1				0.774	VALID
WLB10				0.85	VALID
WLB2				0.791	VALID
WLB3				0.779	VALID
WLB4				0.739	VALID
WLB5				0.759	VALID
WLB6				0.826	VALID
WLB7				0.834	VALID

Source: SmartPLS processed data

Table 3 presents the factor loadings of the indicators. As seen in this table, all items have values greater than 0.6. Therefore, it can be concluded that all indicators are valid and have item validity.

Discriminant Validity

Table 4. Cross Loading

	BK	HR	KK	WLB
BK1	**0.766**	0.617	0.664	0.565
BK2	**0.792**	0.656	0.555	0.557
BK3	**0.721**	0.499	0.569	0.475
BK4	**0.751**	0.571	0.523	0.475
BK5	**0.719**	0.592	0.454	0.475
BK6	**0.799**	0.635	0.598	0.513
BK7	**0.806**	0.656	0.612	0.577
BK8	**0.743**	0.542	0.557	0.491
BK9	**0.807**	0.593	0.548	0.495
HR1	0.672	**0.823**	0.685	0.604
HR2	0.574	**0.692**	0.534	0.469
HR3	0.599	**0.821**	0.598	0.554
HR4	0.68	**0.787**	0.598	0.587
HR5	0.689	**0.805**	0.611	0.577
HR6	0.582	**0.76**	0.572	0.5
HR7	0.589	**0.813**	0.658	0.485
HR8	0.548	**0.786**	0.58	0.487
HR9	0.543	**0.763**	0.567	0.492
KK1	0.64	0.624	**0.835**	0.574
KK10	0.554	0.532	**0.744**	0.48
KK11	0.648	0.605	**0.79**	0.584
KK12	0.584	0.587	**0.772**	0.558
KK13	0.543	0.597	**0.782**	0.559
KK14	0.591	0.657	**0.809**	0.562
KK2	0.628	0.686	**0.849**	0.541
KK3	0.566	0.622	**0.793**	0.472
KK4	0.507	0.558	**0.783**	0.462
KK5	0.627	0.565	**0.803**	0.543
KK6	0.52	0.531	**0.785**	0.473
KK7	0.59	0.667	**0.808**	0.623
KK8	0.627	0.686	**0.804**	0.639
KK9	0.611	0.605	**0.783**	0.575
WLB1	0.548	0.524	0.546	**0.774**
WLB10	0.552	0.59	0.578	**0.83**
WLB2	0.527	0.537	0.563	**0.791**
WLB3	0.486	0.445	0.506	**0.779**
WLB4	0.487	0.478	0.48	**0.739**
WLB5	0.536	0.515	0.494	**0.759**
WLB6	0.539	0.601	0.616	**0.826**
WLB7	0.565	0.573	0.551	**0.834**

Source: SmartPLS processed data

Table 4 is the cross-loading value, where it can be understood that the indicator of the workload variable has the highest value among all variables that show other aspects of workload. The same applies to indicators of human relations, job satisfaction, and work-life balance. This is because all indicators have measurement values on their constructs.

We can test discriminant validity by checking the cross-loading, and based on this criterion, our model meets it. Another method to test discriminant validity is the Fornell-Larcker method, as shown in Table 5 and Table 6.

Table 5. Fornell Lacker

	BK	HR	KK	WLB
BK	**0.768**			
HR	0.777	**0.784**		
KK	0.742	0.768	**0.796**	
WLB	0.672	0.675	0.69	**0.79**

Source: SmartPLS processed data

Table 6. Fornell Lacker

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	AVE
BK	0.913	0.916	0.928	0.589
HR	0.921	0.924	0.935	0.615
KK	0.955	0.957	0.96	0.634
WLB	0.933	0.935	0.943	0.623

Source: SmartPLS processed data

The Fornell-Larcker criterion for discriminant validity was used in this study. Looking at the values in the table, all the AVE (Average Variance Extracted) roots are greater than

the correlations between the constructs and other variables. For example, workload has an AVE of 0.589; thus, its root is 0.768. This exceeds the correlations with other constructs of 0.777, 0.742, and 0.672, indicating that the discriminant validity requirements have been met as shown in the table above. In addition to using the Fornell-Larcker value, other discriminant validity tests can be seen from the HTMT value available through the bootstrapping analysis method.

Table 7. HTMT

	BK	HR	KK	WLB
BK				
HR	0.846			
KK	0.785	0.813		
WLB	0.726	0.725	0.724	

Source: SmartPLS processed data

The data presented in tables 4 to 9, show that the HTMT value is less than 0.9. Therefore, it can be concluded that all constructs are valid with respect to the discriminant validity established based on the calculation of the HTMT value, as shown in Table 7.

Construct Reliability

Table 8. Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	AVE
BK	0.913	0.916	0.928	0.589
HR	0.921	0.924	0.935	0.615
KK	0.955	0.957	0.96	0.634
WLB	0.933	0.935	0.943	0.623

Source: SmartPLS processed data

A reliable value is one that exceeds 0.70. Reliability in a construct is shown as Cronbach's alpha. Based on table 8, it can be concluded that each construct's Cronbach Alpha value is> 0.6 and even all of them are> 0.7, so it can be said that all of these constructs are reliable enough to be tested further.

Inner Model
R-square (R²)

Table 9. R-Square

	R-square	R-square Adjusted
Job satisfaction	0,671	0,660

Source: SmartPLS processed data

The R-squared of job satisfaction is obtained at 0.671 which indicates that the workload factor, human relations, and work-life balance contribute 67.1%, while the remaining 32.9% is influenced by other independent variables outside those studied as independent variables. Independent variables in the model, as shown in Table 9.

Multiple Regression Analysis

Table 10. Multiple Regression Tests

	Unstandardized coefficients	Standardized coefficients	T value	P value
BK	0.386	0.249	2.407	0.018
WLB	0.332	0.244	2.765	0.007
HR	0.617	0.399	3.834	0.000
Intercept	7.316	0.000	1.815	0.073

Source: SmartPLS processed data

From Table 10 above, it can be seen that the constant (a) is 7.316, while the coefficient of X1 (b) is 0.386, X2 is 0.332, and X3 is 0.617.

Therefore, the equation for multiple regression is $\hat{Y} = 7.316 + 0.386x1 + 0.617x2 + 0.332x3$.

Based on the results of the multiple linear regression equation, the interpretation values achieved are in the positive range. The positive sign implies that this indicates a cause-and-effect relationship from the independent variable to the dependent variable only. This indicates that when all independent variables remain at a value of 0 or do not change, then a one-unit increase in value will occur for the dependent variable.

F-square (f²)

Table 11. F-Square

	BK	HR	KK	WLB
BK			0.083	
HR			0.165	
KK				
WLB			0.085	

Source: SmartPLS processed data

Sarstedt et al. (2017) state that small, medium, and large effect sizes are 0.02, 0.15, and 0.35, respectively. In addition, values below 0.02 can be assumed to have negligible or no effect based on the table Ttable 11 of f-square values above.

1. The weak influence of workload on employee job satisfaction is categorized by an f-square value of 0.083. This shows that the workload variable has a low influence on job satisfaction (<0.15).
2. The effect of human relations on job satisfaction is classified as moderate with an F-square value of 0.165, which means that the influence of human resources has a moderate influence on job satisfaction (>0.15).
3. The effect of work-life balance on job satisfaction is low, as evidenced by the F-square statistic of 0.085, which is classified as weak. This shows that work-life balance has a small role in influencing job satisfaction, with a value below 0.15.

Full Model of Smart PLS
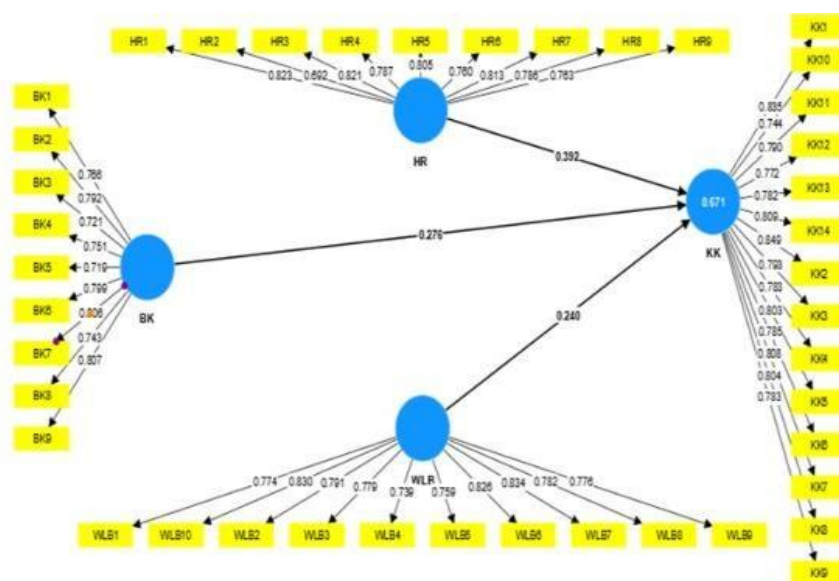
Source: SmartPLS processed data
Figure 2. Full Model Hypothesis Testing

Table 12. Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
BK -> KK	0.276	0.276	0.085	3.256	0.001
HR -> KK	0.392	0.389	0.087	4.498	0.000
WLB -> KK	0.240	0.239	0.086	2.773	0.006

Source: SmartPLS processed data

Workload seems to have a positive influence on job satisfaction with a p-value of 0.001 and a t-statistic value of 3.256, which also confirms H1. Likewise, relationships between people are strongly related to job satisfaction, as shown by a p-value of 0.000 (<0.05) and a t- statistic or T-value of 4.498. Therefore, we conclude that H2 is rejected as it is proven that work-life balance and job satisfaction are significant at the 0.006 level and less than 0.05 for the p-value and t-statistic, which represent this relationship (i.e., these are the levels that signify the threshold boundary between significance and insignificance).

Goodness of Fit

The value is 0.10 for the small category, 0.25 for the medium category, and 0.36 for the high category. GOF is obtained by the formula:

$$\sqrt{Evenly\ AVE\ x\ Evenly\ R\ Square}$$

$$= \sqrt{0,615\ x\ 0,67}$$

$$= \sqrt{0,413} = 0,643\ (high)$$

CONCLUSION

From the results of the findings and discussion of the research above, it can be concluded that, In the case of PT XY, job satisfaction of company employees is influenced by workload positively and significantly, and the effect of human relations on job satisfaction of employees of PT XY. proved to be positive and significant. Likewise with that work-life balance has a positive effect on job satisfaction of part-time employees.

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