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## The Effect Work Load and Work Involvement on Job Satisfaction and Its Impact on Organizational Performance of the Planning and Development Planning Board of Aceh

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### Abstract

The study aims to analyze the effect of work load and work involvement on job satisfaction and its impact on the performance. This research is conducted at the Aceh Province Development Planning Agency. The variables are the workload, job involvement, job satisfaction, organizational performance. The population is 120 people and the census method is applied for sampling technique so that it provides as many as 120 people as well for respondents. The descriptive hypothesis is tested with the interpretation of mean values from the likert scale that respondents choose each indicator. While the causality test uses Structure Equation Model (SEM) as a statistic test method that also allows researchers to examine the relationship between complex variables to obtain a comprehensive picture of the overall model. To measure the indirect effect test, this research use sobel test calculator. The result shows workload, work involvement, job satisfaction, organizational performance is in the good condition, workload effects job satisfaction significantly, work involvement effects job satisfaction significantly, job satisfaction effects organizational performance significantly, workload effects organizational performance significantly, work involvement effects organizational performance significantly, there is an indirect influence between workload and organizational performance through job satisfaction, and there is an indirect effect between work involvement on organizational performance through job satisfaction. This model can be an update of causality theories from the previous models. This also contributes to the realm of knowledge to enrich the theories that relevant. The originality rests in the combination of the models from previous, and SEM as the approach for statistical test method. The limitation resides in the amount of variables with one object. This research is also useful for practical managers especially for Bappeda Aceh. This describes the conditions of Bappeda Aceh, that have been measured related to variables, and can be a map to improve its performance.

**Keyword:** Workload, Job Involvement, Job Satisfaction and Organizational Performance.

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### 1. Introduction

Basically, each region has many organizations, either organizations managed by the private sector or managed by direct government. These organizations have been regulated and have their respective duties and authorities. In accordance with regulations that have been imposed by the government regulated in legislation. Of each organization must have human resources employed in it generally referred to as members, employees or employees in accordance with the work area of each organization. Every government organization is required to be able to

optimize the best human resources and manage these human resources with maximum management so that the objectives of the organization are achieved.

Humans as one of the controlling elements, are the most important and main factors in all forms of organization. Important factors here are very complex, so it needs to get attention, handling and special treatment in addition to other benefit factors. Human resources have a big role in an organization, especially to achieve organizational goals. Whereas according to (Robbins and Judge, 2012) organizational performance is "a facility consisting of people who work together to achieve a common goal".

The Planning And Development Planning Board Of Aceh (Bappeda Aceh) is a government institution that serves as a planning and development Board of Aceh Province, one of province in Indonesia. The pre-survey that is conducted by involving the 31 employees in Bappeda Aceh results the performance of Bappeda Aceh employees have been relatively good but not optimal because they have an average value greater than 3.41 in the Likert scale of 1 - 5, this can be seen from the mean value of 3.59 in the Likert scale unit. This indicates that the performance achievement expected by the leadership can be achieved even though there are indicators whose average value is still low, such as indicators of quality of work. Then the pre-survey results on the variable job satisfaction of Aceh Bappeda employees have been relatively good but not optimal because they have an equation value greater than 3.41 in the Likert scale of 1-5, this can be seen based on the overall average value of 3.62 in the Likert scale unit. But there are still indicators that have a value less than 3.41 as an indicator of interest in work jobs.

While the workload variable of the Aceh Bappeda staff has also been relatively improved but not optimal because it has an average value greater than 3.41 in the Likert scale of 1-5, because this can be seen from the average value of 3.66 in the Likert scale unit. But there are still indicators that have values less than 3.41 such as indicators of the size of targets and indicators of standard provisions. Whereas for the work involvement variable of the Aceh Bappeda staff, it is relatively good but not optimal because it has an average value greater than 3.41 in the Likert scale of 1-5, this can be seen from the overall average value of 3.67 in the Likert scale unit. But there are still indicators that have values less than 3.41 such as indicators of care and attention.

These all condition that figures in pre-survey is being a basis of authors decide to do a research based on the theories. The pre-survey only involves 31 employees and it needs to be needs expanded so that it represents the real condition of Bappeda Aceh. Based on the results of observations and several previous studies, it can be explained that this study has similarities with previous researchers, using research variables namely workload, work involvement, job satisfaction and employee performance. But this study has the different that lies in the combination of the model from previous causality studies. Then another difference is that previous research was mostly in companies, while this research is in government organizations, namely in Bappeda Aceh.

## **2. Literature Review**

### **Organizational Performance**

According to (Abdullah, 2014) said that the definition of organizational performance is work produced by the organization and all existing resources so as to produce products or services in accordance with the objectives of the organization. According to (Ardiani and Nugraheni, 2015) explaining about organizational performance is a concept in the form of operational activities of an organization based on established standards and criteria. Organizational performance also as a behavior pattern of employees in the environment of the organization

also has a work standard has been set to achieve the expected results by the organization. According to (Zainal, 2015) "performance is described or measured as the achievement of success in carrying out tasks in a certain period based on predetermined criteria". Humans work to change certain conditions. In working people have organizational goals

### **Job satisfaction**

Job satisfaction according to (Afriani and Kasmiruddin, 2017) is an emotional condition of employees either happy or unhappy with the work they do, where job satisfaction is also a reflection of the person's mood towards the work done. It can be explained that job satisfaction is one of the most studied variables in the field of workplace psychology, and has been associated with various psychosocial problems ranging from leadership to job design. This article attempts to describe the main definitions related to job satisfaction, the main theories related to explaining job satisfaction, as well as the types and problems surrounding the measurement of job satisfaction. Although it is important to explore what factors precede and are influenced by job satisfaction.

According to (Zainal, 2015) because of the popularity of job satisfaction in the field of occupational psychology and organization, various researchers and practitioners have provided their own definitions of what is job satisfaction. However, the two most common definitions describe job satisfaction as: "a pleasant emotional state that results from evaluating one's work as achieving or facilitating the achievement of one's work value; and the degree to which people like (satisfaction) or dislike (dissatisfaction) their work. While (Sunyoto, 2015) defines job satisfaction theory has a strong overlap with theories that explain human motivation. The most common and prominent theories in this field include: Maslow's hierarchy of needs theory; Hygiene theory Herzberg motivator; Job Characteristics Model; and disposition approach.

### **Workload**

According to (Soleman, 2011) states "the workload borne by employees is one aspect that must be noticed by every organization / company, this is because the workload has an influence on employees to achieve productivity and to feel comfortable when it works". Workload is one of the workloads that must be taken by employees who have positions within an organizational unit and as a product of work volume and time norms. Workload is also one of the factors that demands daily work from employees and is considered a source of burden. The workload here can be divided into two terms, namely overloaded workloads and underloaded workloads. (Zainal, 2015).

Then according to Meshkati in (Hariyati, 2011) it is characteristic of most post-transition periods that a large number of tasks are demanded and enforced with a very limited time frame. These tasks are often characterized by descriptions of high workloads. Although workload and performance are clearly related, the relationship between the two is far more complex. Some awareness studies show that participants who use visual assignments feel more stressed than those who use other types of tasks, such as hearing, maybe because of eye strain and additional posture. According to (Irwandy, 2007) commenting that this strategy could include work assignments, needed employee training, revision of task statements and adjustments to workload, etc. Performance monitoring after changes in workload on a monthly, quarterly, semester, and yearly basis is also needed to evaluate the performance and correlation of workload.

### **Work Involvement**

Job involvement is job involvement has been defined as the extent to which a person psychologically identifies or is committed to his work (Kanungo, 1982). This is also considered to be a level that is cognitively preoccupied with, involved in, and prioritizing work that currently exists Job involvement, organizational commitment, professional commitment, and team commitment. As stated by (Robbins and Judge, 2012) job involvement has been found to be related to personal characteristics such as age, education, gender, work period, level of strength, level of control and values, and characteristics of work and others. (Brown and Leigh, 1996). (Abraham, 2005) reports that both situational and personal-related factors predict job involvement and findings suggest that the relationship between perceptions of external prestige and work involvement is mediated by affective commitment, and that the relationship between protestant work ethic and work involvement is mediated by normative commitment.

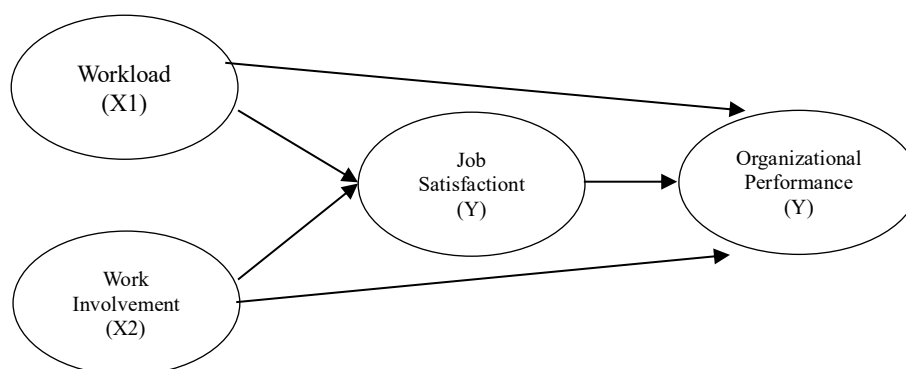
According to Lodahl and Kejner (Ciliana, 2008), provided definitions of work involvement has been found to have a significant impact on organizationally relevant outcomes. Studies show that work involvement has a positive relationship with organizational commitment and professional commitment and this is an important factor that influences professional job satisfaction, intention to move, role stress, productivity, and job migration. Then according to (Mudrack, Mason and Stepeanski, 1999), explained that research has shown significant differences between generations in terms of size, work value, desire for promotion, importance of work, etc. (Ciliana, 2008) reported significant generational differences in organizational commitment, satisfaction with extrinsic and intrinsic work rewards, and intention to leave.

### Review of Previous Research

The research conducted by (Soleman, 2011) has the most dominant difference because the equation is only the same variable examined by Z (Secretariat Performance). The research model is a quantitative method and uses data analysis path path analysis. The differences are shown in Variables X1 (Leadership Style), X2 (Communication Style) and Y (Employee Performance) and the location of the object is also different which in this thesis study the location of the object is in the Bappeda Aceh. Research conducted by (Alfian, Adam and Ibrahim, 2017) proved that work involvement and workload influence in increasing employee job satisfaction. Then Cut Idawani's research, (Hatta, Musnadi and Mahdani, 2017) proved that work involvement has an influence in improving organizational performance.

### Research Model and hypothesis

From the discussion, authors formulate the research model based on the previous theories, and the hypothesis as follows.



### **Figure 1. Research Model**

**H1** : workload, work involvement, job satisfaction, organizational performance is in the good condition,

**H2** : workload effects job satisfaction significantly,

**H3** :work involvement effects job satisfaction significantly,

**H4** : job satisfaction effects organizational performance significantly,

**H5** : workload effects organizational performance significantly,

**H6** : work involvement effects organizational performance significantly,

**H7** : there is an indirect influence between workload and organizational performance through job satisfaction, and,

**H8** : there is an indirect influence between work involvement on organizational performance through job satisfaction.

### **3. Research Method**

This research is conducted at the Aceh Province Development Planning Agency. The variables are the workload, job involvement, job satisfaction, organizational performance. The population is 120 people and the census method is applied for sampling technique so that it provides as many as 120 people as well for respondents. The descriptive hypothesis is tested with the interpretation of mean values from the likert scale that respondents choose each indicator. While the causality test uses Structure Equation Model (SEM) as a statistic test method that also allows researchers to examine the relationship between complex variables to obtain a comprehensive picture of the overall model. The version 19 AMOS (Analysis of Moment Structure) program is as a tool to run the SEM full model test. To measure the indirect effect test, this research use sobel test calculator.

### **4. Result**

The workload variable obtains an average value of 4.06, and the standard deviation value of 0.955 which means that the respondents agreed that the workload given to employees at the Bappeda Aceh is appropriate. This can be seen from the respondent's statement about the magnitude of the target given in accordance with the ability of the employee, the target that the employee must achieve in the work is clear, the work given to me is in accordance with the skills that I have, the employee always does the same job every day, type of work given is in accordance with the capabilities possessed by employees and the daily workload given is in accordance with the standard of work of employees.

The variable employee involvement in activities in the office obtains an average value of 4.19, and a standard deviation value of 0.802 which means that the respondents agreed that the work involvement of each employee was already very good. This can be seen from the respondents' perceptions of employees who always care about the information circulated to support work, employees master my field of work to the fullest, the work I do is interesting and the main thing for employees, then the employee tries to meet the organization and employee's targets feel valuable if they produce the best performance and fulfill their life principles and employees feel valued / confident, if my performance is responded to by others.

Job satisfaction variables obtains a mean value of 4.16, and a standard deviation value of 0.883 which means that respondents agreed that employees already felt job satisfaction was high. This can be seen from the statement of the respondent regarding the employee's satisfaction with the salary I received for his job responsibilities, the work I studied is very interesting, the Head of the Bappeda Aceh is fair with all his subordinates, the Head of

Bappeda Aceh Province always listened to employee complaints, colleagues show a friendly and mutually supportive attitude in the work environment and the opportunity to get promotion of promotions is often held at the Bappeda Aceh.

Organizational performance variables obtains a mean value of 4.21, and a standard deviation value of 0.815 which means that the respondents agreed that the organizational performance produced by all members of the organization had reached a predetermined target.

Based on the results of the analysis it is found that all exogenous variables had an effect on the endogenous variables significantly and it does not find any non-significant variables. So that also for the indirect effect in this study there is no full mediation, what applies is the partial mediation. Thus it figures that workload variable and work involvement have a role to increase organizational performance both directly or indirectly through job satisfaction in Bappeda Aceh.

To employee job satisfaction based on workload variable can be seen from employees able to carry out tasks assigned according to the vision and mission of the organization, then employees are also able to understand the job description job that has become their responsibility and employees try to prioritize organizational interests rather than personal interests.

The results of the study of the influence of work involvement on organizational performance are also consistent with the research conducted by (Sarmawa, Suryani and Riana, 2015) that they proved that work involvement held by employees is able to provide an influence on improving employee performance.

## **5. Conclusion**

The result shows workload, work involvement, job satisfaction, organizational performance is in the good condition, workload effects job satisfaction significantly, work involvement effects job satisfaction significantly, job satisfaction effects organizational performance significantly, workload effects organizational performance significantly, work involvement effects organizational performance significantly, there is an indirect effect between workload and organizational performance through job satisfaction, and there is an indirect effect between work involvement on organizational performance through job satisfaction. This model can be an update of causality theories from the previous models. This also contributes to the realm of knowledge to enrich the theories that relevant. The originality rests in the combination of the models from previous, and SEM as the approach for statistical test method. The limitation resides in the amount of variables with one object. This research is also useful for practical managers especially for Bappeda Aceh. This describes the conditions of Bappeda Aceh, that have been measured related to variables, and can be a map to improve its performance.

Job satisfaction and organizational performance can be improved by providing workloads to employees that are in accordance with their abilities. Other than that, employees must be able to master the field of work fully. Then what needs to be a leader's attention is to provide opportunities for employees to obtain promotion promotion in accordance with the achievements. To improve organizational performance, then what needs to be considered and carried out is that every activity carried out by employees must be completed within a specified time in accordance with a predetermined program

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