



# Analysis of Workload, Employee Placement, and Employee Engagement on Employee Job Satisfaction at Medan Customs and Excise Office

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**Abstract.** One of the important aspects of human resource management is measuring employee job satisfaction. Job satisfaction is an individual's general attitude towards his job. This study analyzes the influence of workload, employee placement, and employee engagement on employee job satisfaction at Medan Customs and Excise Office. The study was conducted on 71 employees of Medan Customs and Excise Office. Data collection technique using a survey method was used by distributing questionnaires and processed by SPSS. The study results show that workload, employee placement, and employee engagement simultaneously influence employee job satisfaction; the workload has a significantly negative influence on employee job satisfaction, employee placement has a significantly positive influence on employee job satisfaction, and employee engagement has a significantly positive influence on employee job satisfaction. This study can provide input and consideration for the Medan Customs and Excise Office on the influence of workload, employee placement, and employee engagement on employee job satisfaction.

**Keywords:** Workload · employee placement · employee engagement on employee job satisfaction

## 1 Introduction

Assessing employees' job satisfaction is an important part of HR management. A person's general attitude toward his or her job can be measured by measuring their level of job satisfaction. People who are satisfied with their jobs tend to have a positive outlook on their work. Dissatisfied workers, on the other hand, display a hostile perception toward their work [1]. The same thing happened at Medan Customs and Excise Office, where there is a phenomenon that shows employees' level of job satisfaction is not optimal. It can be seen from the low level of employee initiative at work and in the organization. This low level of employee initiative has prompted management to form a Work Team for Strengthening Organizational Culture Attitudes for Initiatives in 2021. One response (active - constructive) to job dissatisfaction is in the form of a "voice" by providing suggestions, criticisms, and efforts to improve existing conditions [1].

Work orientation, which tends to be passive and narrow, directed to oneself, and not focused on work processes and targets, is also still found in some Medan Customs and Excise Office employees. Someone who has a work orientation that leads to himself, not to work processes and goals, and places work outside his life orientation, in the end, will not achieve authentic job satisfaction but only pseudo job satisfaction [2]. Many factors can affect employees' level of job satisfaction in an organization. This study will focus on workload, employee placement, and employee engagement.

Based on the Workload Analysis Report Semester II Year 2021, Medan Customs and Excise Office is short of 7 employees. Furthermore, there is a disproportionate workload distribution in the Customs and Excise Service Section. The pre-survey results on the workload of 30 employees confirmed that employees feel dissatisfied with the assignment.

Another factor that can also affect employee job satisfaction is employee placement. Employee placement is an adjustment of qualifications, job requirements, and at the same time, the workload of employees to be implemented [3]. Medan Customs and Excise Office periodically rotates employee placements. However, the employee placement rotation running so far is considered not optimal by employees. Several employees even voiced this dissatisfaction through an application called ASIK. Similarly, with the results of the pre-survey related to the placement of employees to 30 employees, the problem of employee placement at Medan Customs and Excise Office is felt by employees.

The phenomenon of employee engagement at Medan Customs and Excise Office is not far different from the Dale Carnegie Indonesia survey results. This can be seen from the enthusiasm of Medan Customs and Excise Office employees in participating in office activities both offline and online, which is still not maximal. Employee involvement shows the impression of partially engaged employees with the principle of—do it, get paid, go home.

Workload has a negative effect on job satisfaction [4]. Other said, workload has a positive effect on job satisfaction [5]. Ngebu [6] posited that employee placement has a positive effect on job satisfaction. Ali and Farooqi [7] (2020) stated that employee placement has a negative effect on job satisfaction. Employee engagement has a significant effect on job satisfaction [8]. In contrast to the research conducted by Kusuma and Ardana [9] that employee engagement has no significant effect on job satisfaction.

Based on the description of the research background, the problems to be investigated in this study are: Does workload influence job satisfaction at Medan Customs and Excise Office? Does employee placement influence job satisfaction at Medan Customs and Excise Office? Does employee engagement influence job satisfaction at Medan Customs and Excise Office? Do workload, employee placement, and employee engagement simultaneously influence job satisfaction at Medan Customs and Excise Office?

## 1.1 Job Satisfaction

A person's general attitude toward the work they do is referred to as their level of job satisfaction [1]. People who are happy in their jobs have a more positive outlook on life in general. Dissatisfied workers, on the other hand, have a negative outlook on their work.

Employees' feelings about their jobs are referred to as their "job satisfaction" [10]. People's feelings about their jobs are expressed in their level of job satisfaction. Job satisfaction can be defined as an individual's emotional state of mind in which he or she enjoys and appreciates his or her work [11]. Workplace morale, discipline, and productivity all reflect this mentality. Job satisfaction can be found both inside and outside of the workplace.

Robbins [1] proposed dimensions that can be used to measure job satisfaction of an employee are as follows: first, the job. The job itself is the work that employees face daily. The intended job can be in accordance with the field of knowledge studied by employees or is a significant satisfaction source. Employees are given a wide range of challenging and rewarding tasks, as well as the opportunity to discover, take accountability, and progress. Second, salary/wages. Salary or wages play a significant role in employee satisfaction. The amount of money that employees receive in return for their performance is an assessment of job satisfaction, which can be seen as something that is considered appropriate and worthwhile.

Third, promotion. The opportunity to grow intellectually and expand expertise becomes the basis of important attention to progress, thus creating satisfaction. An increase in salary, social standing, personal development, and a greater sense of fairness are just a few of the benefits that come with a promotion. Fourth, supervisor. A manager who is good at supervising should not only focus on the job but also on the psychological condition of the employees. Fifth, co-workers. Co-workers are the simplest but no less important source of job satisfaction. Compact working groups serve as a source of support.

## 1.2 Workload

In the workplace, workload refers to the tasks assigned to employees and expected to be completed by them at a specific time, utilizing their knowledge, skills, and potential [2]. Over time, an organization's workload can be analyzed utilizing employment analytic methods, workload analysis methods, or other management methods in order to gain insight into the efficiency and effectiveness of the organization's employees [12].

Sutrisno [13], workload indicators are as follows: first, time load which indicates time available in the planning, implementation and monitoring of tasks or work. Second, mental effort load (mental effort load) which signifies a lot of mental effort in carrying out a job. Third, psychological stress load that indicates the level of job risk, confusion, and frustration.

## 1.3 Employee Placement

Proper employee placement is one of the keys to achieving optimal work performance for each employee; both creativity and initiative will grow [11]. Based on Gomes [10], human resource management's placement function is critical; whether an employee is placed in a specific position depends on placement; if the placement function is not implemented correctly, it will have fatal consequences on achieving it organizational goals.

Suwatno [12] several dimensions must be considered in employee job placement, namely: first, education. In recruiting employees, education is an important factor that considers a person to be hired. This educational background is also the basis of placing a person for a suitable job. Second, work knowledge/competence. In this case, what is meant by work knowledge is the knowledge, skills, and abilities that an employee must possess reasonably for his job. Third, physical and mental health. Medical tests or tests based on a report from a doctor attached to the application letter, capable of special medical tests conducted during selection, essentially do not guarantee the workforce is entirely physically or spiritually healthy and following the work to be assigned to employees. Fourth, work experience. The previous work experience of the officer can be a consideration for the officer's placement. officer.

### 1.4 Employee Engagement

Engaged employees are those who are excited, committed, and fully immersed in their work [14]. An engaged employee is one who has a deep strong work ethic, is engaged at work, is willing to give up more time and energy for their work, and is therefore more assertive in accomplishing their work and organizational goals [7].

How employees feel about their jobs is defined by a sense of enthusiasm, dedication and absorption in the work at hand [6]. These three aspects are also indicators in measuring employee engagement.

When an employee is physically and mentally strong while at work, he or she displays vigor. Resilience and perseverance in the workplace are categorized by a greater level of mental fortitude as well as optimal energy, as well as the courage to work hard. Second, dedication refers to the individual's emotional connection to his work. For example, it implies an employee's enthusiasm for his or her job as well as a sense of pride in his or her work and in the company they work for. Lastly, absorption is an element of employee bonding that is characterized by the behavior of employees who devote all of their attention to their job.

### 1.5 Conceptual Framework

Based on the background of the research problem and the theoretical foundation, the conceptual framework of this research can be seen in Fig. 1.

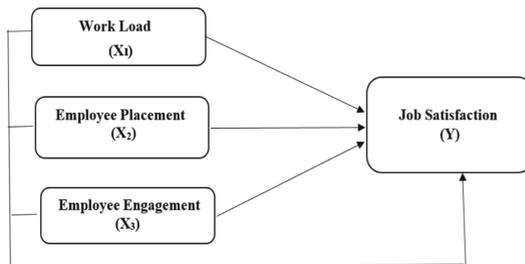


Fig. 1. Conceptual Framework

## 1.6 Hypothesis

Based on the above description, the hypotheses in this study are as follows: H1. Workload has a negative and significant influence on job satisfaction at Medan Customs and Excise Office; H2. Employee placement has a positive and significant influence on job satisfaction at Medan Customs and Excise Office; H3. Employee engagement has a positive and significant influence on job satisfaction at Medan Customs and Excise Office. H4. Workload, employee placement, and employee engagement simultaneously have a significant influence on job satisfaction at Medan Customs and Excise Office.

## 2 Research Methods

This study is descriptive. Descriptive research aims to systematically describe, factually and accurately the facts and properties of a particular object or population [15]. The population in this study was all skilled staff and functional employees who have worked for at least 1 semester at Medan Customs and Excise Office. The population limit with a service period of 1 semester is intended for the respondents' objectivity related to the research variables. Thus, the population in this study amounted to 86 people.

The sampling technique in this study was probability sampling technique by using proportionate random sampling. In determining the number of samples, the researchers used the Slovin technique. Based on Slovin's formula, a sample size of 71 respondents was obtained. This study used a multiple linear regression analysis model to analyze the influence of workload, employee placement, and employee engagement on job satisfaction with the following basic model:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e \quad (1)$$

Description: Y = Job satisfaction, X1 = Workload, X2 = Employee placement, X3 = Employee engagement,  $\alpha$  = Constant,  $\beta_1$ – $\beta_3$  = Regression coefficient, e – Standard error.

## 3 Results and Discussion

### 3.1 Validity and Reliability Test

The validity test questionnaires were distributed to 30 respondents outside the research sample. The minimum requirement of a validity test considered eligible is if the table rs = 0.3. Thus, if the correlation between the statement items with the total score is less than 0.3, then the statement items on the instrument are invalid. Based on the data, it can be concluded that all the statement items are valid and suitable for use as research instruments.

Based on the reliability test results of variables X1, X2, X3, and Y, all variables have values above 0.6. Based on these results, if the reliability value is close to 1, then the research instrument is better.

### 3.2 Normality Test

The Kolmogorov-Smirnov test was used to determine whether or not the data was normal. In order to evaluate the normality of the data, a test was carried out. It's possible that the residue left of data normal distribution has an Asymp. Sig. (2-tailed) value greater than or equal to 0.200, which is statistically significant. For example, a bell-shaped histogram indicates that normal distribution of the data since the curve's shape is structured and the curve looks like an inverted bell. As a result, the data is considered normal.

### 3.3 Multicollinearity Test

The value of VIF (Variance Inflated Factor) determines whether there is multicollinearity between variables; where if the value of  $VIF > 10$ . There are signs of multicollinearity if this is the case there is no evidence of multicollinearity in any of the independent variables because their VIF values are all less than ten (there is no very high linear relationship between the independent variables). It can also be seen from the Tolerance column that shows all tolerance values  $> 0.1$ ; this means that there are no symptoms of multicollinearity.

### 3.4 Multiple Linear Regression Analysis

Multiple linear regression analysis aims to find the effect of two or more independent variables/independent variables (X) on the dependent variable/dependent variable (Y). The results of multiple linear regression calculation with the SPSS program in this paper are as shown in Table 1.

The formula for the regression equation in this study is as follows:

$$Y = 8.982 - 2.121 + 0.370 + 0.149 + e \quad (2)$$

Based on the equation can be described as follows: A constant of 8.982 shows that if there is no effect of the independent variables (X1, X2, X3) then Job Satisfaction (Y) will be 8.982. Coefficient X1 ( $\beta_1$ ) =  $-2.121$ , this shows that each decrease in workload variable by one unit will decrease job satisfaction by 212%. If other variables are considered constant. The coefficient X2 ( $\beta_2$ ) =  $0.370$  shows that each increase

**Table 1.** Multiple Linear Regression Results

Model	Unstandardized Coefficients	
	B	Std. Error
Constant	8.982	2.729
Workload	-2.121	0.019
Employee Placement	0.370	0.206
Employee Engagement	0.149	0.092

**Table 2.** Coefficient of Determination Test ( $R^2$ )

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.649	0.372	0.331	1.8278

**Table 3.** F-Test Results

Model	F	Sig.
1	23.271	0.000

in employee placement variable by one unit will increase job satisfaction by 37.0%. If other variables are considered constant. The coefficient  $X_3$  ( $\beta_3$ ) = 0.149 shows that each increase in employee engagement variable by one unit will increase job satisfaction by 14.9%. If other variables are considered constant.

### 3.5 Coefficient of Determination Test ( $R^2$ )

The adjusted value ( $R^2$ ) indicates that the adjusted value ( $R^2$ ) is 0.331 or 33.1%. This means that the influence of the workload, employee placement, and employee engagement variables only gives an adjusted value ( $R^2$ ) of 0.331 while the rest of 66.9% is explained by other reasons not studied in this study (Table 2).

### 3.6 F-Test (Simultaneous Test)

This test was conducted to determine whether the influence of workload, employee placement, employee engagement simultaneously has a positive and significant effect on job satisfaction at the confidence (Confidence Interval).

Based on ANOVA (Table 3), the value of F-count obtained is 23.271 with a significant level (Sig.) 0.000. The results implies that Hypothesis 4 is accepted.

### 3.7 T-Test (Partial Test)

T-test (partial test) was conducted to see the influence of independent variables individually (Table 4).

The value of t-count of workload variable is  $-4.624$  so that  $t\text{-count} > t\text{-table}$  ( $-4.624 < 1.666$ ) and significant value (sig) ( $0.00 < 0.05$ ) so it can be concluded that Hypothesis 1 is accepted.

The value of t-count of employee placement variable is  $2.417$  so  $t\text{-count} > t\text{-table}$  ( $2.417 > 1.666$ ) and significant value ( $0.01 < 0.05$ ) so it can be concluded that Hypothesis 2 is accepted.

The value of t-count of employee engagement variable is  $2.119$  so  $t\text{-count} > t\text{-table}$  ( $2.119 > 1.666$ ) and significant value ( $0.00 < 0.05$ ) so it can be concluded that Hypothesis 3 is accepted.

**Table 4.** T-Test Results

	t	Sig
(Constant)	3.318	0.001
Workload	-4.624	0.000
Employee Placement	2.417	0.001
Employee Engagement	2.119	0.000

## 4 Conclusion

The study's findings show that Medan Customs and Excise Office employees are less satisfied with their jobs because of the high workload. At Medan Customs and Excise Office, worker placing has a positive and significant impact on job satisfaction. At Medan Customs and Excise Office, work engagement has a positive and significant effect on job satisfaction, and work overload, employee placement, and employee satisfaction get a major impact simultaneously on job satisfaction.

This study can provide input and consideration for the Medan Customs and Excise Office on the influence of workload, employee placement, and employee engagement on employee job satisfaction.

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