The Effect of Workload and Performance Allowances on Employee Job Satisfaction at the East Jakarta City Administration of Transportation Sub-Dept

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ABSTRACT

This study aimed to determine and examine the effect of workload and performance allowances individually and jointly on employee job satisfaction at the East Jakarta City Administration Transportation Sub-dept. The research method uses a correlational survey with a quantitative approach, and the sampling technique is a simple random sampling technique, namely simple random sampling. The population in this study was a community of as many as 150 people. In contrast, the samples taken in this study were 60 respondents, with the percentage of inaccuracy determined as much as 10%. The study results: a) From the results of the first hypothesis test, it was obtained that the magnitude of the effect was 51.2%, while other factors influenced the remaining 48.8%. Then the significant test (t-test) t-count 7,799> t-table 2,000. That the first hypothesis is accepted (Ha) means that there is a positive and significant effect between workload on employee job satisfaction at the East Jakarta City Administration Transportation Sub-dept. b) The results of hypothesis testing obtained the magnitude of the influence of 52.8% while other factors influence the remaining 47.2%. Then the significant test (t-test) t-count 8.055>t-table 2.000. The second hypothesis is accepted (Ha) means that there is a positive and significant influence between performance allowances on employee job satisfaction at the East Jakarta City Administration Transportation Sub-dept. c) The results of the hypothesis test obtained the magnitude of the effect was 56.2%. In comparison, the remaining 43.8% was influenced by other factors. Then the significant test (F-test) F-count 36.590>F-table 3.16. The third hypothesis is accepted (Ha) means that there is a positive and significant effect between workload and performance allowance on employee job satisfaction at the East Jakarta City Administration Transportation Sub-dept.

Keywords: Workload, Performance Allowance, and Job Satisfaction

Introduction

Civil Servants (PNS) are state apparatus whose duty is to serve the community and provide services for the community. Civil servants are also role models or examples for every society following the 1945 Constitution of the Republic of Indonesia. Employees must carry out their duties properly, so employee development needs to be directed to improve the quality of human resources. This is done so that human resources have attitudes and behaviors cored in devotion, honesty, responsibility, discipline, and authority to provide services according to the demands of community development. It is difficult for an agency to achieve its goals without employees because they are the ones who determine the progress of an agency.

The problem of bureaucracy lies in the main person, namely civil servants as public servants and the community is a customer who must be served optimally and professionally. Therefore, government officials must improve their performance under their duties and functions because organizational activities are one of the most critical aspects of implementing development. In organizational activities, the quality of human resources will determine the success or failure of development programs implemented because human

resources are the driving force and implementer of organizational activities. Humans in an organization are figures who must receive attention because the attention given by the organization will create high performance. They are expected to be more motivated to carry out tasks to achieve organizational goals set. Performance is indicated by the existence of work performance or an attitude of passion and a continuous desire for willingness to pursue group or organizational goals.

Every government or private organization needs resources to achieve its goals. One of the resources needed is human resources. Human resources (HR) must be appropriately managed to maximize organizational goals. Human resource management has several goals, one of which is the organization's goals, namely to achieve what the agency's goals are and to achieve employees' personal goals (Simamora, 2006). For example, the East Jakarta City Administration Transportation Sub-Department is a government organization that serves the community in the transportation sector and must be able to provide the maximum possible service.

This full service is the result of work required under the operational standards in the East Jakarta City Administration of Transportation Sub-Department is the key to

achieving organizational goals but cannot be separated from the support of all administrative staff and other personnel in the environment. The result of the work is a measure of the organization's success in achieving organizational goals, calculated within one year. Work targets are calculated both in quality and quantity as a reference for evaluating the following year's work results. Performance becomes low if completed beyond the time limit provided or is not completed at all (Sitepu, 2013).

The term workload refers to how much of the capacity of a limited number of workers is needed to complete a task/job. Based on this, it is clear that the more work charged, the more time and energy it takes. The more workload given, the less focus is on completing a job to achieve maximum results.

The performance of government employees as state apparatus in carrying out their duties and obligations is one of the essential elements that determine the realization of good governance. The improvement of public services is closely related to the internal culture of local government organizations, and the work ethic in the government bureaucracy still has to be improved to achieve optimal performance. Government agencies need to create high employee performance because high employee performance is expected to reflect local agencies or agencies in managing and allocating employees. Employee performance will also affect the amount of output under the specified time.

The key to the success of an organization in achieving the desired goals is if the organization can manage its human resources properly. This condition is highly desired by the East Jakarta City Administration Transportation Sub-dept. as a government institution that serves the community. Good employee performance can bring the goals of the organization. According to Mangkunegara (2009), performance results from work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him.

Many things can be done in empowering good human resources, including the existing efforts, namely by leveling education, training, and creating a conducive work situation or environment so that employees feel at home doing their jobs. Another effort is to increase employee motivation to work with better results. In addition to motivational factors, another factor that is also thought to affect performance is work discipline. This is in line with Simamora's (2006) opinion, which suggests that in addition to attracting, retaining, and motivating employees, work discipline is also designed to achieve organizational goals.

Employee job satisfaction is also one aspect that can improve employee performance in line with Handoko's (2007) opinion, which states that job satisfaction is an emotional state that is pleasant or unpleasant for employees in viewing their work. Job satisfaction reflects a person's feelings towards his work; it can be seen in the positive attitude of employees

towards their work that will encourage employee work motivation, which in the end will achieve good employee performance. An organization has made many efforts to increase employee job satisfaction, among others, by meeting their needs through the provision of incentives in the form of allowances to increase performance. Allowances are everything employees receive as remuneration for work, in the sense that incentive payments are contributions received by officials for their work. Providing incentives or benefits is not solely based on rewards for sacrificing time, energy, and thoughts of employees to the organization. However, it is also a way to stimulate and increase work enthusiasm. With these incentives or allowances, every employee will realize that work enthusiasm will bring benefits to the organization and himself.

Based on the phenomenon, employee job satisfaction is felt to be still not optimal. This is shown by the rewards provided that do not stimulate employee performance, lack of recognition of the work achieved, lack of employee training that covers the scope of leading tasks and functions, mutations that do not consider the qualifications of employees needed, workloads are less proportional, lack of discipline of employees in carrying out tasks, given the leadership and the limited supporting facilities and infrastructure.

Literature Review

1. Workload

The workload is one aspect that every organization must consider because the workload is one of the factors that can improve employee performance. For example, according to Sunyoto (2013), too much workload can cause tension in a person, causing stress. The level of expertise demanded can cause this to be too high. The work speed may be too high. The work volume may be too much, and so on.

Meanwhile, according to Munandar (2013), workloads are tasks given to workers or employees to be completed at a particular time by using the skills and potential of the workforce. According to Irwandy (2006), the workload is the average activity frequency of each job within a certain period.

From the above understanding, it can be concluded that workload is a process of activities carried out by a person in completing the tasks of a job or group of positions carried out under normal circumstances within a certain period, with indicators including 1) physical condition, 2) psychological condition, 3) several employees, and 4) quality of employees.

2. Performance Allowance

Allowances are a form of rights obtained by state civil servants. Allowances are given following the civil servant's position in government agencies.

The provision of allowances and incentives is expected to improve civil servants' performance in a better and more professional direction. Through performance allowances, civil servants are encouraged to carry out their duties and obligations with enthusiasm and full of loyalty. The benefits

and incentives given to civil servants must be accounted for so that they cannot relax in carrying out their duties.

Lazy and unprofessional civil servants certainly get different benefits from civil servants who are diligent and highly dedicated. Thus allowances and incentives can be a motivation for doing work by civil servants in Indonesia.

The allowance, in this case, is an element of the working relationship with the level of employee ability in carrying out performance to facilitate or expedite the achievement of the expected goals. According to Abdurahmat Fathoni (2006), allowances are part of compensation.

Allowances are seen as a reward system. The reward system consists of two components: compensation that is directly related to work performance and compensation that is not directly related to work performance.

Based on this description, it can be concluded that the performance allowance is an award in the form of additional income given to civil servants for their performance to increase work motivation. The provision of allowances is based on employee performance, meaning that performance is assessed based on the performance achieved in one assessment period and the weight of the work, with indicators including.

3. Job Satisfaction

The term satisfaction refers to an individual's general attitude towards his work; someone with a high level of satisfaction shows a positive attitude towards work. Satisfaction has become a prevalent topic among industrial and management psychologists.

Satisfaction is a quite interesting and important problem because it has proven to be of great benefit to the interests of individuals, industry, and society. For individuals, research on the causes and sources of satisfaction allows efforts to increase their happiness in life. For industry, research on satisfaction is carried out in efforts to increase production

and reduce costs by improving employee attitudes and behavior. Furthermore, society will undoubtedly enjoy the maximum capacity results from the industry and the increase in human value in the context of work.

There are various definitions or limitations of satisfaction. First, the notion that contains satisfaction is a complex emotional reaction; second, the notion says that satisfaction is an employee's attitude towards work related to work situations.

According to Handoko (2001), satisfaction is a pleasant or unpleasant emotional state where employees view their work. Satisfaction reflects a person's feelings towards his job. This can be seen in the positive attitude of employees towards work and everything that is faced in the work environment. Satisfaction is usually associated with pleasant things, and sometimes, there are also unpleasant things. Satisfaction is dynamic, which means it continues to grow, and satisfaction is relative.

Based on the previous, it can be concluded that satisfaction is the fulfillment or even exceeding the expected standard of employees. On the other hand, if reality is below expectations, the employee is dissatisfied. On the other hand, if reality meets expectations, employees are satisfied with the right choice, conformity with expectations, and satisfaction with facilities.

Research Methods

1. Research Design

The design of this research begins with a quantitative problem and limits the problems in the problem formulation. First, the formulation of the problem is stated in the question sentence. Then the researcher uses the theory to answer it. Finally, Sugiyono (2014) states that "Research designs must be specific, clear and detailed, determined steadily from the start, becoming a step by step guide."
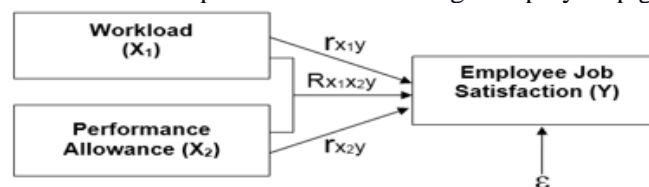

Figure 1. Research Design

2. Population and Sample

In general, the population is intended as a generalization area consisting of objects/subjects with specific qualities and characteristics, Sugiyono (2014). The population in this study is the East Jakarta City Administration of Transportation Sub-dept, which has 60 employees.

Sugiyono (2014) states that the sample is part of the number and characteristics possessed by the population. If the population is large and it is impossible for the author to study everything in the population due to limited funds, workforce, and time, the writer can use a sample taken from that population. The conclusions learned from the sample can be

applied to the population. For this reason, samples taken from the population must be truly representative.

Sampling technique is a sampling technique. To determine the sample to be used in the study, various sampling techniques are used. In this study, the sampling technique used is saturated sampling or census, a sampling technique used when all members of the population are used as samples. This is often done when the population is relatively small. From this description, the number of samples in this study was 60 people.

3. Data Collection and Processing Techniques

Data collection techniques can use primary and secondary sources; the data can be explained as follows:

Primary sources were collected through a questionnaire. The questionnaire is a data collection technique done by giving a set of questions or written statements to respondents to answer. Secondary sources are data obtained from organizational records and literature, and observations that are already related to this research topic.

In processing data to provide a description or description of the problem being discussed, the data that has been collected from respondents in the form of questionnaire answers will be processed through several stages of data processing which include: Editing, Scoring, and Data Tabulation

4. Data Analysis Techniques

The research instrument was used to measure the value of the variables studied. Thus the number of instruments used for research will depend on the number of variables studied. In connection with this research, the data analysis technique is a quantitative method using multiple linear analysis, wherein the processing and measuring of the data. The research is supported by using tools in the form of SPSS 23 software. Several types of tests were carried out in connection with the data analysis techniques: basic assumption test, classic assumption test, model assumption test, and hypothesis test.

Research Results and Discussion

1) First Hypothesis Test

To test the hypothesis, the writer uses product-moment correlation analysis.

Furthermore, the researchers used the auxiliary table to calculate the value of employees' workload and job satisfaction at the East Jakarta City Administration of Transportation Sub-department. The results of the calculation are as follows:

$$rx_1 y = \frac{\sum x_1 y}{\sqrt{\left(\sum x_1^2\right)\left(\sum y^2\right)}}$$

$$r_{x_1 y} = \frac{6,37067}{\sqrt{(9,33215)(8,49622)}}$$

$$r_{x_1 y} = \frac{6,37067}{\sqrt{79,28803}}$$

$$r_{x_1 y} = \frac{6,37067}{8,90438}$$

$$r_{x_1 y} = 0,715$$

Based on these calculations, the correlation coefficient found is rx¬1y = 0.715. After consulting this value with the previous interpretation guideline table, it is known that the correlation coefficient is included in the strong positive category because it is between the interval (0.60-0.799). This shows that workload has a positive and strong influence on employee job satisfaction at the East Jakarta City Administration Transportation Sub-dept. Meanwhile, to find out the magnitude of the effect of workload on employee job

satisfaction, it can be calculated by the coefficient of determination (r)2 using the following formula:

Kd = r² x 100 %
  = (0,715)² x 100%
  = 0,512 x 100%
  = 51,2%

Based on these calculations, the workload affects 51.2% of employee job satisfaction while the remaining 48.8% affects other factors. In addition to the workload, other factors affect employee job satisfaction, such as the work environment, organizational climate, and work culture.

Furthermore, to find out whether the effect of workload on employee job satisfaction at the East Jakarta City Administration of Transportation Sub-department is significant or not, it is necessary to test its significance using the t

formula, which is as follows: $t = \dfrac{r \sqrt{n-2}}{\sqrt{1-r^2}}$

$$t = \frac{0,715 \sqrt{60-2}}{\sqrt{1-(0,715)^2}}$$

$$t = \frac{5,44873}{0,69866}$$

$$t = 7,799$$

From the results of the above calculations, it is obtained that the t-count value is = then this value is compared with the t-table value for an error of 5%, using a two-part test where DK = n-k; 60 - 2 = 58, and the t-table value is = 2,000.

2) Second Hypothesis Test

To test the hypothesis, the writer uses product-moment correlation analysis. The product-moment correlation analysis formula is:

$$rx_2 y = \frac{\sum x_2 y}{\sqrt{\left(\sum x_2^2\right)\left(\sum y^2\right)}}$$

Furthermore, to calculate the value, namely between performance allowances and employee job satisfaction at the East Jakarta City Administration Transportation Sub-department, the calculation results are as follows:

$$rx_2 y = \frac{\sum x_2 y}{\sqrt{\left(\sum x_2^2\right)\left(\sum y^2\right)}}$$

$$r_{x_2 y} = \frac{6,31889}{\sqrt{(8,90038)(8,49622)}}$$

$$r_{x_2 y} = \frac{6,31889}{\sqrt{75,61963}}$$

$$r_{x_2 y} = \frac{6,31889}{8,69595}$$

$$r_{x_2 y} = 0,727$$

Based on these calculations, the correlation coefficient found is rx¬2y = 0.727. After consulting this value with the previous interpretation guideline table, it is known that the correlation coefficient is included in the solid positive category because it is between the interval (0.60 – 0.799). This shows that the performance allowance positively influences employee job satisfaction at the East Jakarta City Administration Transportation Sub-dept. Meanwhile, to find out the contribution of performance allowances to employee job satisfaction, it can be calculated by the coefficient of determination $(r)^2$ using the following formula:

Kd $= r^2$ x 100 %
$= (0,727)^2$ x 100%
$= 0,528$ x 100%
$= 52,8\%$

Based on these calculations, the performance allowance affects 52.8% of employee job satisfaction while the remaining 47.2% affects other factors. In addition to performance allowances, other factors affect employee job satisfaction, such as compensation, competence, and work motivation. Furthermore, to find out whether the effect of performance allowances on employee job satisfaction at the East Jakarta City Administration of Transportation is significant or not, it is necessary to test its significance using the t formula, which is as follows:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

$$t = \frac{0,727\sqrt{60-2}}{\sqrt{1-(0,727)^2}}$$

$$t = \frac{5,53398}{0,68701}$$

$$t = 8,055$$

From the results of the calculations above, the t-count value is obtained, which is then the value is compared with the t-table value for an error of 5%, using a two-part test where DK = n-k; 60 - 2 = 58, and the t-table value is = 2,000

3) Third Hypothesis Test

Before testing the multiple correlation hypothesis, the correlation between workload (X1) and performance allowance (X2) is calculated using the formula:

$$rx_1x_2 = \frac{\sum x_1 x_2}{\sqrt{\left(\sum x_1^2\right)\left(\sum x_2^2\right)}}$$

$$= \frac{7,75703}{\sqrt{(9,33215)(8,90038)}}$$

$$= \frac{7,75703}{\sqrt{83,05971}}$$

$$= \frac{7,75703}{9,11371}$$

$= 0,851$

Test the multiple correlations between workload (X1) and performance allowance (X2) together on employee job satisfaction (Y) with the following formula:

$$Rx_1x_2y = \sqrt{\frac{r_{x_1y}^2 + r_{x_2y}^2 - 2r_{x_1y}.r_{x_2y}.r_{x_1x_2}}{1 - r_{x_1x_2}^2}}$$

$$R_{X_1X_2y} = \sqrt{\frac{(0,715)^2 + (0,727)^2 - 2.(0,715).(0,727).(0,851)}{1 - (0,851)^2}}$$

$$R_{X_1X_2y} = \sqrt{\frac{(0,512) + (0,528) - 0,88498}{1 - 0,724}}$$

$$R_{X_1X_2y} = \sqrt{\frac{1,03989 - 0,88498}{0,27556}}$$

$$R_{X_1X_2y} = \sqrt{\frac{0,15490}{0,27556}}$$

$$R_{X_1X_2y} = \sqrt{0,562}$$

$$R_{X_1X_2y} = 0,750$$

Based on the results of these calculations, the multiple correlation coefficient found is Rx¬1x¬2y = 0.750. After consulting the previous interpretation guide table for this value, it is known that the multiple correlation coefficient is included in the strong category. This shows that the workload and performance allowance together have a strong positive influence on employee job satisfaction at the East Jakarta City Administration Transportation Sub-dept. This effect applies to the entire population.

To predict the magnitude of the influence between workload and performance allowance together on employee job satisfaction at the East Jakarta City Administration of Transportation Sub-department, it is done by calculating the coefficient of determination, namely the formula squaring the value of the correlation coefficient (R^2) below:

Kd $= R^2$ x 100 %
$= (0,750)^2$ x 100%
$= 0,562$ x 100%
$= 56,2\%$

This means that the workload and performance allowance of 56.2% together affect employee job satisfaction and other factors influence the remaining 43.8%. In addition to the workload and performance allowances, other factors affect employee job satisfaction, such as work performance, morale, and employee performance. Furthermore, to test the significance of the multiple correlations between workload and performance allowances together on employee job satisfaction in its possibility to be applied to the entire population, the researcher conducted a test by determining the

F-count value, which was consulted with the F-table value with the following formula (Sugiyono, 2009):

$$F_{hit} = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

$$F = \frac{0,28107}{(0,43786)/57}$$

$$F = \frac{0,28107}{0,00768}$$

$$F = 36,590$$

So, the F-count value is this value, which is then consulted with F-table, for the numerator DK = 2 and the denominator dk = (60-2-1) = 57, the F-table value at the set error level is 5% = 3.16. In this case, the provisions apply if F-count is greater than Ftable, then the multiple correlation coefficient tested is significant. That is, it can apply to the entire population. From the calculation above, it turns out that F-count > F-table (> 3.16) shows that the multiple correlations are strong, positive, and significant and can be applied wherever the sample is taken. Furthermore, the hypothesis which reads that there is a powerful and significant positive influence between workload and performance allowances together on employee job satisfaction at the East Jakarta City Administration of Transportation is accepted or proven, meaning that if the workload and performance allowances are good, then job satisfaction employees will also increase.

Multiple regression analysis was used to predict how much the independent variables (workload and performance allowances) changed to the dependent variable (employee job satisfaction) at the East Jakarta City Administration Transportation Sub-dept. Where the multiple regression analysis has expressed the equation:

$$Y = a + b_1X_1 + b_2X_2$$

With the following formula (Sugiyono, 2009):

$$b_1 = \frac{\left(\sum x_1 y\right)\left(\sum x_2^2\right) - \left(\sum x_1 x_2\right)\left(\sum x_2 y\right)}{\left(\sum x_1^2\right)\left(\sum x_2^2\right) - \left(\sum x_1 x_2\right)^2}$$

$$b_2 = \frac{\left(\sum x_2 y\right)\left(\sum x_1^2\right) - \left(\sum x_1 x_2\right)\left(\sum x_1 y\right)}{\left(\sum x_1^2\right)\left(\sum x_2^2\right) - \left(\sum x_1 x_2\right)^2}$$

$$a = \frac{\sum Y - b_1\left(\sum X_1\right) - b_2\left(\sum X_2\right)}{n}$$

From the helper table to calculate the multiple regression equation two predictors are obtained:
$\Sigma X_1 = 241{,}067$ $\Sigma X_1^2 = 977{,}884$ $\Sigma X_1.Y = 992{,}333$
$\Sigma X_2 = 239{,}667$ $\Sigma X_2^2 = 966{,}236$ $\Sigma X_2.Y = 986{,}556$
$\Sigma Y = 245{,}400$ $\Sigma Y^2 = 1012{,}182$ $\Sigma X_1.X_2 = 970{,}684$

Σx_1^2
$$= \Sigma X_1^2 - (\Sigma X_1)^2/n$$
$$= 977{,}884 - \frac{(241{,}067)^2}{60}$$
$$= 977{,}884 - \frac{58113{,}1378}{60}$$
$$= 977{,}884 - 968{,}5523$$
$$= 9{,}332$$

Σx_2^2
$$= \Sigma X_2^2 - (\Sigma X_2)^2/n$$
$$= 966{,}236 - \frac{(239{,}667)^2}{60}$$
$$= 966{,}236 - \frac{57440{,}1111}{60}$$
$$= 966{,}236 - 957{,}3352$$
$$= 8{,}900$$

Σy^2
$$= \Sigma Y^2 - (\Sigma Y)^2/n$$
$$= 1012{,}182 - \frac{(245{,}400)^2}{60}$$
$$= 1012{,}182 - \frac{60221{,}1600}{60}$$
$$= 1012{,}182 - 1003{,}6860$$
$$= 8{,}496$$

$\Sigma x_1 x_2$
$$= \Sigma X_1.X_2 - (\Sigma X_1)(.X_2)/n$$
$$= 970{,}684 - \frac{(241{,}067)(239{,}667)^2}{60}$$
$$= 970{,}684 - \frac{57775{,}6444}{60}$$
$$= 970{,}684 - 962{,}9274$$
$$= 7{,}757$$

$\Sigma x_1.y$
$$= \Sigma X_1.Y - \frac{(\Sigma X_1).(\Sigma Y)}{n}$$
$$= 992{,}333 - \frac{(241{,}067)(245{,}400)}{60}$$
$$= 992{,}333 - \frac{58814{,}2000}{60}$$
$$= 992{,}333 - 980{,}2367$$
$$= 6{,}319$$

$\Sigma x_2.y$
$$= \Sigma X_2.Y - \frac{(\Sigma X_2).(\Sigma Y)}{n}$$
$$= 986{,}556 - \frac{(239{,}667)(245{,}400)}{60}$$
$$= 986{,}556 - \frac{58814{,}2000}{60}$$
$$= 986{,}556 - 980{,}2367$$
$$= 6{,}319$$

Furthermore, to calculate the prices or constant values (a), b1, and b2, the calculation is done with the following formula:

$$b_1 = \frac{(\Sigma x_2{}^2)(\Sigma x_1 y) - (\Sigma x_1 . x_2)(\Sigma x_2 y)}{(\Sigma x_1{}^2).(\Sigma x_2{}^2) - (\Sigma x_1 . x_2)^2}$$

$$= \frac{(8,900).(6,371) - (7,757).(6,319)}{(9,332).(8,900) - (7,757)^2}$$

$$= \frac{56,70129 - 49,01586}{83,05957 - 60,17162}$$

$$= \frac{7,68544}{22,88795}$$

$$= 0,336$$

$$b_2 = \frac{(\Sigma x_1{}^2)(\Sigma x_2 y) - (\Sigma x_1 . x_2)(\Sigma x_1 y)}{(\Sigma x_1{}^2).(\Sigma x_2{}^2) - (\Sigma x_1 . x_2)^2}$$

$$= \frac{(9,332).(6,319) - (7,757).(6,371)}{(9,332).(8,900) - (7,757)^2}$$

$$= \frac{58,96881 - 49,41750}{83,05957 - 60,17162}$$

$$= \frac{9,55131}{22,88795}$$

$$= 0,417$$

$$a = \frac{\sum Y - b_1\left(\sum X_1\right) - b_2\left(\sum X_2\right)}{n}$$

$$= \frac{245,400 - 0,336 \ (241,067) - 0,417 \ (239,667)}{60}$$

$$= \frac{245,400 - 80,94664 - 100,01466}{60}$$

$$= \frac{64,43870}{60}$$

$$= 1,074$$

Based on the results of these calculations obtained:

$$a = 1,074$$
$$b_1 = 0,336$$
$$b_2 = 0,417$$

From the value of the constant a and the regression coefficients b1 and b2 above, the regression equation can then be made, namely:

$$Y = a + b_1 X_1 + b_2 X_2$$

$$\hat{Y} = 1,074 + 0,336 X_1 + 0,417 X_2$$

The constant of 1.074 means that without the workload and performance allowances, the employee's job satisfaction is still positive and quantitatively worth 1.074 units of employee job satisfaction. For example, the X1 coefficient of 0.336 indicates that each additional unit of workload will increase 0.336 units of employee job satisfaction and the X2 coefficient of 0.417 indicates that each additional unit of performance allowance will be able to increase 0.417 units of employee job satisfaction. Based on the above equation results, it can be concluded that the regression equation model above is suitable for predicting employee job satisfaction.

Conclusions and Suggestion

Conclusion

Based on the results of hypothesis testing, it can be concluded that the three alternative hypotheses from the results of the tests that have been carried out can be concluded as follows:

1. The analysis results show that the workload variable (X1) on the job satisfaction variable (Y) has a strong and significant positive effect with a correlation coefficient of 51.2%. In comparison, the remaining 48.8% is influenced by other factors. Then the significant test (t-test) t-count 7,799 > t-table 2,000. This means that the better the workload, the higher employees' job satisfaction at the East Jakarta City Administration Transportation Sub-dept.

2. From the analysis results, it can be concluded that the performance allowance variable (X2) on the job satisfaction variable (Y) has a strong and significant positive effect with a correlation coefficient of 52.8%. In comparison, other factors influence the remaining 47.2%. Then the significant test (t-test) t-count 8.055 > t-table 2.000. This means that the better the performance allowance, the higher employees' job satisfaction at the East Jakarta City Administration of Transportation Sub-dept.

3. From the results of the analysis, it can be concluded that the workload variable (X1) and performance allowance (X2), together with the job satisfaction variable (Y), have a strong and significant positive effect with a correlation coefficient of 56.2% while the remaining 43,8% influenced by other factors. Then the significant test (F test) F-count 36.590 > F-table 3.16. This means that the better the workload and performance allowances, the higher employees' job satisfaction at the East Jakarta City Administration of Transportation Sub-Department.

Suggestion

Based on the discussion and conclusions that have been stated above, some suggestions can be made as follows:

1. Employees' workload at the East Jakarta City Administration Transportation Sub-department needs to be adjusted by improving indicators that affect such as physical condition, psychological condition, number of employees, and employee quality, so it is hoped that with these improvements, employee job satisfaction will increase.

2. Employee performance allowances at the East Jakarta City Administration of Transportation Sub-Department must be improved by improving influencing indicators such as importance, flexibility, frequency, visibility,

and cost. It is hoped that employee job satisfaction with these improvements will increase.

3. Employee job satisfaction at the East Jakarta City Administration of Transportation Sub-Department

needs to be improved by improving the workload and increasing the performance allowance. It is hoped that employee job satisfaction will increase with these improvements.

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