

HOW WORKLOAD INFLUENCES PERFORMANCE IN RELATION TO WORK EXPERIENCE AND JOB SATISFACTION

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Abstract: This study aims to analyze the effect of work experience, job satisfaction and workload on employee performance. This research uses descriptive quantitative methods. The sample and population are 32 employees of PT Satria Antaran Prima (SAP Express) Lamongan Branch courier section. Questionnaires with a Likert scale were given to employees and the data were collected. The data analysis method used in this research is Multiple Linear Regression analysis, hypothesis testing and Path analysis with the help of SPSS version 25. The results showed that: 1) work experience, job satisfaction and employee performance are in the high category and workload is in the moderately high category. 2) Work experience has a significant negative effect on workload. 3) Job satisfaction has a significant negative effect on workload. 4) Work experience has a significant positive effect on employee performance. 5) Job satisfaction has a significant positive effect on employee performance. 6) Workload has a significant negative effect on employee performance. 7) Work experience has a positive effect on employee performance through workload. 8) Job satisfaction has a positive effect on employee performance through workload. Therefore, suggestions for companies are to improve employee skills and knowledge. Furthermore, provide job satisfaction by paying attention to employees. In addition, leaders must also pay attention to the burden given to employees.

Keywords: Work Experience, Job Satisfaction, Workload, Employee Performance

1. Introduction

Companies can measure the quality of their human resources by looking at the performance of their employees. According to Kasmir (2019) performance is the result of work and work behavior that has been achieved in fulfilling the tasks and responsibilities given over a certain period of time. Another opinion was also expressed by Rivai and Veithzal (2016) that employee performance is real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company. PT. Satria Antaran Prima (SAP Express) is one of the expedition service companies in Lamongan Regency which has been established since 2015. This company is a delivery service company that provides deliveries in the form of goods. Just like other service companies, the SAP Express company also pays great attention to customer satisfaction so that consumers can remain loyal to using SAP Express delivery services. Therefore, employees must be able to make a good contribution by paying attention to the results of their performance.

The role of a courier is very much needed in the process of achieving the expedition company's goals. The level of employee performance can be seen from the employee's work experience. According to Handoko (2013) work experience is knowledge or skills that an employee has mastered as a result of work that has been carried out for a certain period of time. SAP Express is a company that really pays attention to the skills and work experience of an employee. They are a service company that must provide the best service to consumers. The majority of SAP Express Lamongan courier employees' work experience spans < 1 year, totaling 22 couriers. Work experience has a role in improving employee performance with several factors such as

employee competency, knowledge and skills in carrying out a job. The skills of employees can attract more customers, because employees who have work skills can make it easier for customers to achieve a high level of satisfaction.

Someone who has work experience will influence their work results. This is supported by research by Subandrio and Asminawati (2022); and Fanulene et al (2022), namely that work experience influences employee performance. So, the better the experience employees have, the easier it will be to provide speed, convenience and accuracy in providing services, so that the company can achieve its goals well. This research is in line with research by Ilham (2022), that through adequate work experience, employees in their work activities can complete the tasks they are responsible for. In this regard, companies must improve employee skills and knowledge. The maximum training program is expected to be able to improve employee skills. Skills require training so that the abilities produced by employees are more valuable. According to research by Siswanto et al, (2022), training is very necessary to achieve high performance because it can encourage employees to be more creative and use all their abilities to achieve maximum work results. Employees who have a low level of work experience but have the skills and knowledge will find it easier to carry out their work. This needs to be done to minimize delays in package delivery.

Apart from work experience, employee satisfaction also needs to be a concern. When employees do not feel comfortable, happy and do not receive appreciation from the place where they work, of course the employee cannot focus fully on work and cannot complete the assigned work well. Job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters involving physical and psychological factors (Sutrisno, 2019). Research by Tanjung et al, (2022) and Sarianah et al, (2022), shows that the level of job satisfaction will influence employee performance. If employees do not achieve satisfaction at work, the resulting performance will decrease. High job satisfaction will improve employee performance and company goals will be achieved. In line with research by Ilyas (2022) and Lestari et al (2022), companies with more satisfied employees have higher employee productivity levels than companies whose employees are less satisfied with their work. The greater the feeling of satisfaction with the job, the better the employee will work.

Research conducted by Sitompul and Simamora (2021) shows that there is a relationship between the variables of work experience, job satisfaction and workload on employee performance, where high work experience and appropriate workload as well as the satisfaction felt by employees can influence their performance. Experienced employees will show satisfaction with their work so that the burden they feel is balanced. This research uses workload as an independent variable, while this research uses workload as an intervening variable. Furthermore, research by Brimhall et al. (2022) and Faizah et al (2021) state that job satisfaction has a positive effect on employee performance. In contrast to research by Ulfa et al (2022) which states that job satisfaction has no effect on employee performance. Then research by Pasaribu et al (2021) found that workload had a negative effect on employee performance. In contrast to research by Nurhasanah et al (2022) which states that workload has a positive effect on employee performance.

Based on studies conducted by research originating from existing theories, it is stated that when employees have high control and work with work experience and high satisfaction at work, they show excellent performance. In this research, it is necessary to conduct an empirical study regarding how they view their work experience and job satisfaction so far and how they

implement the regulations set by the company as well as the role of workload in influencing employee performance at the company.

2. Literature Review

Work Experience

According to Marwansyah (2014) work experience is the knowledge, skills and abilities that employees have to carry out the responsibilities of their previous job. Meanwhile, according to Handoko (2014) work experience is an employee's mastery of knowledge and skills as measured by length of service, level of knowledge and level of skills possessed by the employee. Therefore, experience work is the level of mastery that can be measured from work time and from the level of knowledge and skill class which are owned. Experience of a person's employees at work should be seen as source of himself.

Job Satisfaction

According to Afandi (2018) satisfaction is an effectiveness or response towards aspects such as; employee's feeling about the job is suitable or not them. Work satisfaction according to Robbins & Judge (2018) According to Robbins and Judge (2018), job satisfaction is a positive feeling derived from evaluating one's work or job experiences. It reflects how content or pleased a person feels with their job overall, including the tasks they perform, the work environment, relationships with colleagues, and compensation.

Research Model

Researchers developed a theoretical research model based on a literature review, using workload as an intervening variable to reflect employee performance which is influenced by work experience and job satisfaction. Sugiyono (2018) defines conceptual studies as conceptual models that show how theories relate to various aspects that are considered significant. As a result, a conceptual study is a collection of information that supports basic understanding and serves as a foundation for further investigation and thought. The conceptual architecture of the research model is depicted in the following figure:

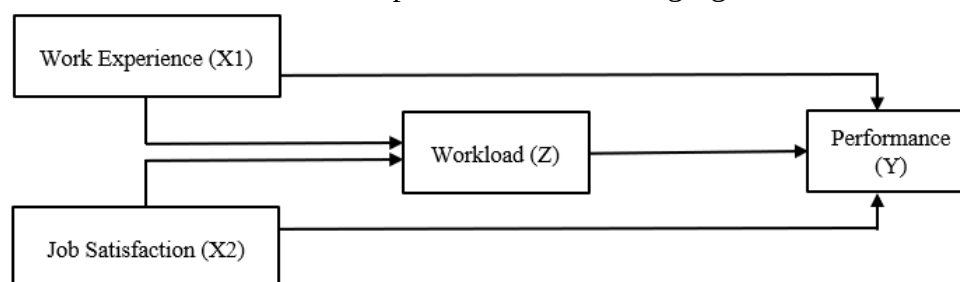


Figure 1. Conceptual Framework

Hypothesis Development

Rambel et al (2022) that little experience can give a person poor qualities and lead to a high workload, which ultimately results in employees having negative traits, such as being bored, stubborn, easily depressed, or impatient. Study conducted by Padila and Andri (2022); Harahap et al (2022); Lasri et al (2022); Olivia et al (2022); and Hijazi before. (2022); Tamara and Wulandari (2021); Adelribigbelbefore (2020), concluded that there is a negative influence between work experience and workload. With a lot of work experience, you can find out how far the employee can be given an appropriate workload and the extent of its influence on the employee's performance. So the hypothesis:

H1: Work Experience has a negative effect on Workload

Dw Iriansyah (2022) that job satisfaction is often interpreted as the psychological influence felt when workload occurs. This means that if the workload increases, job satisfaction will decrease. This is supported by research by Panggabelan et al (2022); Yaningsih and Triwahyuni (2022); Oktariani (2021) Zhang *And al*, (2022), and Hakrolbefore (2022); Sandini et al (2021); Saputra (2021); Fadli and Oktariani (2021); and Novita and Kusuma (2020), concluded that there is a negative influence between job satisfaction and workload. This means that if satisfaction decreases, the workload will be high or the higher the job satisfaction, the lower the workload experienced by employees. The hypothesis is:

H2: Job satisfaction has a negative effect on workload

According to Lella et al (2022), there is an influence between work experience and performance. Proven With work experience, you will know more and be more adept at organizing work. This has a good impact on improving employee performance. Having work experience can help and make it easier for employees to complete the work they are given. Results from research by Subandrio and Asminawati (2022); Felsina and Sitohang (2022); Rakhman et al (2022); Tarwiyah and Parma (2022); Yunida et al (2022); Afdillah and Kusumawati (2022); Nagarajan *And al*, (2022); From Hule *al*, (2022), Troll *et al* (2022) and Fahreza et al. (2021) shows that work experience has a significant positive influence on employee performance. People who have experience, have knowledge about their work in their field will improve employee performance. This indicates that work experience is an important aspect for companies in improving performance the employee. With skills, employees will easily complete their work. The hypothesis is:

H3: Work experience has a positive and significant effect on employee performance

Sarianah et al (2022) show that high and low employee job satisfaction will influence performance. If job satisfaction is achieved, employee performance will be high, and vice versa. Several other studies also prove that job satisfaction influences employee performance. Like research conducted by Sukaesih et al (2022), which found that job satisfaction has a positive and significant influence on performance. Likewise, research by Prami et al (2022); Lindawati and Susantol (2022); Westbrook *and* Servant (2022); Bellalu *and let's go* (2022); Rahmawani and Syahrial (2021); Faizah et al (2021); Majid et al (2021); Sausan et al (2021) and Fajri et al (2020), concluded that job satisfaction has a positive and significant influence on performance. The hypothesis is:

H4: Job satisfaction has a positive and significant effect on employee performance

According to Yang and Santoso (2022) workload has a negative effect on employee performance. Excessive workload can reduce employee performance, conversely, if the workload is lower, employee performance will increase. Overburdened employees will experience physical fatigue. This is also supported by research by Ernawati et al (2022); Bellawa et al (2022); Marlina and Hidayat (2022); Marhumi et al (2022); Dunn *And al*. (2022); Exam *and* Trolling (2022); Vasquez *And al*. (2022); Pasaribu et al (2021) and research by Sulastri and Onsardi (2020), concluded that workload has a negative and significant effect on employee performance. So hypothesis:

H5: Workload has a negative effect on employee performance.

Research by Melliana and Purwanto (2022) shows that having work experience can balance the burden felt and can improve employee performance. This is also supported by research conducted by Oktasari et al (2022), Batubara and Abad (2022); Octarina and Ardana (2022); Masruri and Elkhshan (2022); Vijn before. (2022); Chang And al. (2022); It comes et al. (2022); and Utami et al (2020), concluded that there is an influence between work experience on employee performance through workload. If a worker is able to complete the work with the skills they have, the burden they receive will be balanced and able to improve performance. Thus, work experience indirectly influences employee performance through workload.

H6: Work experience has a positive effect on performance through workload

Research by Khalifa et al (2022) shows that the higher the satisfaction received by employees, the more balanced the burden they feel, so this will increase employee performance. Because the load balanced with job satisfaction will have a good effect on performance results. This is supported by research by Putra et al (2022); Nurhasanah et al (2022); Jolanda (2022); and Clarissa et al (2022); Lismawati et al (2022); Zhang And al (2022); Nothing and Santolz (2022); and research by Alwi and Suhendra (2020), explains that there is an influence between job satisfaction and employee performance through workload.

H7: Job satisfaction has a negative effect on performance through workload

3. Method

This research uses a quantitative approach with a descriptive method. Quantitative research is systematic, planned, and structured clearly from the start through to the creation of the research design. The study focuses on obtaining data from a specific population; therefore, total sampling is applied, meaning all members of the population are included as respondents. According to Sugiyono (2018), total sampling can be conducted when the population is relatively small, allowing minimal error. If the population is less than 100, the entire population can be taken as the sample. However, if the population is larger than 100, a sample of 10-15% or 20-25% is typically used (Arikunto, 2013). In this study, since the population size is 32 people from SAP Express Lamongan Branch, all 32 individuals were included as respondents. Research data collection techniques use questionnaires and interviews to determine the accuracy of data and testing classical assumptions are used to test eligibility data used in research (Ghozali, 2018). Testing this is used for requirements statistics that must be met in linear analysis double, to find out Are the analysis results real girls? faced distributed regularly normal, free range eggs from symptoms normality, multicollinearity and heteroscedasticity. The data analysis technique uses path analysis with SPSS version 26 tools to facilitate data processing.

4. Result and Discussion

The validity test is used to measure the validity of the questionnaire in this research. Validity testing is carried out by correlation between the question item score and the total score of the construct or variable; then compared with the number 0.6. In most references, a factor weight of 0.50 or more is considered to have validation that is strong enough to explain the latent construct (Hair et al, 2010; Ghozali, 2008). The data in this study is normally distributed, which illustrates that the significant value of the Kolmogorov-Smirnov normality test technique is 0.200 or more than 0.050. As follows:

Table 1. Normality Test One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		32
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	2,45722189
Most Extreme Differences	Absolute	0,083
	Positive	0,071
	Negative	-0,083
Test Statistic		0,083
Asymp.Sig. (2-tailed)		0,200 ^{c,d}

To detect the presence of multicollinearity in the regression model, the tolerance value and Variance Inflation Factor (VIF) can be examined. If the tolerance value is > 0.10 and the VIF is < 10.00 , the model is considered free from multicollinearity.

Table 2. Result Multikolonearity

Independent Variable	Tolerance	VIF	Remark
Work experience (X1)	0,205	4,882	No Multicollinearity
Job Satisfaction (X2)	0.207	4.826	No Multicollinearity
Workload (Z)	0.210	4.752	No Multicollinearity

To detect heteroskedasticity, the Glejser test was used at a significance level. The results show that the significance value for variable X1 is 0.499, for variable Y is 0.359, and for variable Z is 0.151. Since these values are greater than 0.050, the data in this study is free from heteroskedasticity and suitable for testing using multiple linear regression. This can be seen in table 2, namely:

Table 3. Result Heteroskedasticity

Independent Variable	Sign	Remark
Work experience (X1)	0,499	No Heteroskedasticity
Job Satisfaction (X2)	0.359	No Heteroskedasticity
Workload (Z)	0.151	No Heteroskedasticity

The path coefficient is a standardized coefficient (beta) that shows the influence of one variable on another in a path diagram. In path analysis, the structure of the equation can be determined as follows:

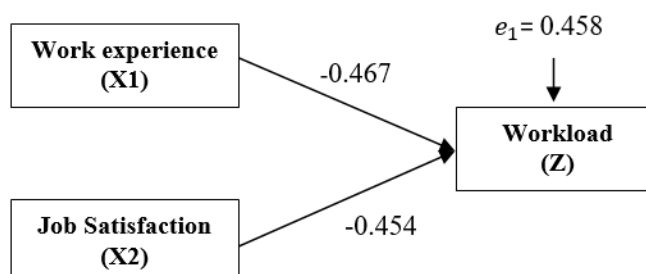


Figure 2. Regression model 1

Find the value of e_1 based on the specified R square value: Value $e_1 = \sqrt{1 - R^2} = \sqrt{1 - 0,790} = \sqrt{0,210} = 0.458$. Thus, the structural equation of this research is as follows: $Z = 40.243 + 0.467X1 + 0.454X2 + 0.458e_1$

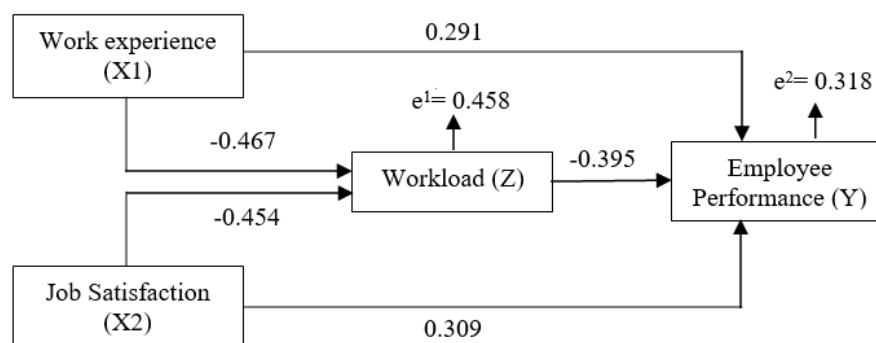


Figure 3. Regression model 2

Find the value of e_2 based on the specified R square value: Value $e_1 = \sqrt{1 - R^2} = \sqrt{1 - 0,899} = \sqrt{0,101} = 0.318$. Thus, the structural equation of this research is as follows $Y = 29.624 + 0.291X_1 + 0.309X_2 - 0.395Z + 0.318e^2$

Work experience influence negatively to work stress.

Based on research result show that experience work influential negative to burden work. It means more and more high experience work owned by SAP courier *Express* Lamongan Branch, then more low burden work accepted. On the contrary, the lower the level of work experience, the higher the work stress that is experienced. Research result Ibrahim, et al (2022) who said that experience work influential regularly significant to burden work, this matters if the employee has ability and knowledge with request work high, it will reduce load of job demands them. That matter supported by study Padilla and Andri (2022), that with having experience work then it will reduce burden the employees. This is due to Because membership level high demands, speed and attachment work, and volume work which is many up to need skills. This study is also supported by research from Olivia et al. (2022), who found that work experience has a significant influence on work stress. The same thing was said by Lestari et al (2022); Basyit, et al (2022); Bahasolan dan Dwinanda (2022); Password l andlt al. (2022), Rambel et al (2022); Tamara and Wulandari (2021) stated that work experience has a significant negative influence on work stress, meaning that adequate work experience helps employees perceive their workload as lighter.

When work satisfaction gave the negative influence on work stress.

The research results show that job satisfaction has a negative influence on work stress. It means more and more high level of satisfaction work owned by SAP courier *Express* Lamongan Branch, then more low burden work accepted. On some country, the more low the satisfaction owned, then get higher work stress is. Hypothesis test results this is in line with opinion Dwiriansyah (2022), that satisfaction work frequently interpreted as influence psychological what you would feel if it happened burden work. It means if satisfaction work fulfilled, then load work perceived will decrease, likewise on the contrary. The results of the analysis similar with study which is done by Panggabean and Husnah (2022) who said that satisfaction is high work employees will result burden work which they feel more light. Study this also supports study Ariansy and Kurnia (2022); Saputra (2022); Zhang And al,(2022); curedl and saintls (2022); Sandini et al (2021), and research Fadli and Oktariani (2021) who said that satisfaction work influential negative significant to burden work, which means burden work experienced by employees caused by low level of satisfaction employees in doing work activities.

Experience work influential positive to performance employee

Research result show that experience work influential positive to performance employee. It means more and more high experience work owned by SAP courier *Express Lamongan Branch*, then more high level of performance employee. On the contrary, the more low experience work that you have, the more you have low also the level of performance employee. Study What Personata does and Sitohang (2022), namely there is influence significant between experiences work to performance employee. This is in line with opinion Ilham (2022) namely with having experience work what you have can help and facilitate employees in completing work. That matter also supported by research which is done by Sri Kasih and Wahyudi (2022); Rahman et al (2022); Yunida et al (2022); Afdillah and Kusumawati (2022); Huel *andlt al*, (2022), Troll *And al*, (2022); Nugroho et al (2022) and Darmawan (2022) show that experience work own influence positive significant to performance employee.

Work satisfaction gave a positive influential to employee's performance.

Research result show that satisfaction work influential positive to performance employee. It means more and more high satisfaction work owned by SAP courier *Express Lamongan Branch*, then more high level of performance employee. On the contrary, the more low satisfaction work that you have, the more you have low also the level of performance employee. Study which is done by Paramita and Liana (2022); Syahmirza and Prawitowati (2022); Roldiana dkk (2022); Thelwi and Agustina (2022); Rahmawani and Syahrial (2021); Faizah et al (2021); Majid et al (2021); Sausan et al (2021); and research Harahap and Tirtayasa (2020), which can be concluded that satisfaction influence positively to employee's work. It means when employees have feeling of satisfaction and joy to what are they do it hence the level of performance them will also increase Good.

Work experience has a negative impact on performance through workload.

Research result show towards performance employee. It means more and more high load work owned by SAP courier *Express Lamongan Branch*, then the performance level employees increasingly low. On the contrary, the more low burden work accepted, then the performance level employees increasingly high. Hypot telsis test results this is in line with study which is done by Kurniawan and Rizki (2022) burden work influential negative significant to performance employee. on the other hand if more low burden work hence performance employees will increase. Study the also supported by research Anggrianti and Chairilasyah (2022); Prami, et al (2022); Bellawa et al (2022); Marlina and Hidayat (2022); Abdillah and Priyati (2022); Muldani and Faisa (2022); Marhumi et al (2022); Dunn *andlt al*. (2022); Firmansyah and Tylenol Cell (2022), who concluded that load work influential negative significant to performance employee. This means increasing target that must be achieved company, then increases and burden work to his employees because big volume work which he bears.

Work experience has a positive effect on performance through workload

Research results show that workload acts as a mediating variable in the relationship between work experience and employee performance, having a positive influence. This demonstrates that workload can mediate the effect of work experience on employee performance at PT. Satria Antaran Prima (SAP Express), Lamongan Branch. The study by Masruri and Ihsan (2022) found that with increased work experience, the workload felt by employees aligns more appropriately with their responsibilities. This finding is supported by additional research from Masruri and Ihsan (2022), MelLiana and Purwanto (2022), Batu and Abad (2022), Usmantol (2022), Octarina and Ardana (2022), Kusmarini and Abadiyah (2022), Rahmani et al. (2022), and Utami et al. (2020), all of which concluded that work experience

affects workload, which in turn influences employee performance. Employees with extensive work experience can better adapt to and manage increased workloads, leading to improved performance. This is because motivation arises from a match between the skills they possess and the tasks they are given, creating a challenge that encourages employees to demonstrate their abilities.

Job satisfaction negatively impacts performance through workload.

Research shows that workload also acts as a mediating variable in the relationship between job satisfaction and employee performance, but this relationship is negative. This indicates that workload can mediate the effect of job satisfaction on employee performance. This finding is supported by studies from Sembiring (2022), Bilik et al. (2022), Nurhasanah et al. (2022), Jolanda (2022), Clarissa et al. (2022), Lismawati et al. (2022), Zhang et al. (2022), and Arokiasamy et al. (2022), which conclude that job satisfaction and workload both influence employee performance. When employees experience high job satisfaction, they are more likely to approach tasks earnestly, adapt to workload demands, and ultimately produce results that are beneficial for both themselves and the organization.

5. Conclusions

Study This aims to determine the impact of work experience and job satisfaction on employee performance with workload as a moderating variable. Based on the results of the analysis that has been carried out, it can be concluded that firstly, work experience and job satisfaction have a negative and significant impact on employee performance in building adaptive performance. Second, work experience and job satisfaction have a positive and significant impact on employee performance, in this case work experience and job satisfaction play a role important to increase performance employees and thirdly, it shows that the workload given to employees is not excessive, so work satisfaction and experience will increase and make a good contribution to the company.

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