

THE INFLUENCE OF WORKLOAD, JOB PLACEMENT, AND CAREER DEVELOPMENT ON EMPLOYEE JOB SATISFACTION (Case Study at PT. Sinergi Inti Deksa Kuala Tanjung)

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Abstract

This research aims to determine the influence of workload, work placement and career development on employee job satisfaction (case study at Pt. Sinergi Inti Deksa Kuala Tanjung). The research method used is a quantitative method using SPSS version 25.00, which was collected from the results of distributing questionnaires to PT employees. Deksa Kuala Tanjung Core Synergy as many as 67 respondents. The analytical method used in this research is using instrument tests, namely validity and reliability tests. Classic assumption tests are normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, analysis of the coefficient of determination (R²), hypothesis testing namely T test and path analysis. The results of SPSS in this research are that the incentive variable (X₁) has an effect on the workload variable which has an effect on job satisfaction, meaning that work placement has an effect on job satisfaction, career development has no effect on job satisfaction, workload, work placement and career development have a simultaneous effect on job satisfaction.

Keywords: *Job Satisfaction, Workload, Job Placement, Career Development*

1. INTRODUCTION

To achieve its objectives, an organization requires resources, particularly human resources, as the primary drivers and implementers of its operations. Effective mobilization of human resources necessitates a well-structured human resource management (HRM) process, aligned with the fundamental principles and functions of management. The HRM functions—comprising planning, organizing, directing, controlling, maintaining, recruitment, compensation, development, integration, discipline, and termination—must be carried out comprehensively to achieve the goals of the organization, its employees, and society (Dessler, 2015).

PT. Sinergi Inti Deksa Kuala Tanjung is a company operating in the construction sector, providing services for residential buildings, warehouses, mining infrastructure, and manufacturing facilities. Established approximately two years ago, the company has successfully executed various construction projects for individual and corporate clients. The implementation of HRM practices plays a pivotal role in the company's efforts to achieve its strategic objectives. This is because the success and progress of an organization are fundamentally influenced by its ability to manage human resources effectively under diverse circumstances. Simamora (2015) defines HRM as the utilization, development, evaluation, reward, and management of individual or group contributions within an organization. Achieving organizational objectives requires a focus on the performance outcomes of employees. High employee performance is intrinsically linked to their job satisfaction, which necessitates regular assessment and improvement by the organization. According to Anggraini (2018), high job satisfaction among employees indicates that their performance aligns with organizational expectations, making job satisfaction a critical consideration for both corporate

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and governmental institutions. Afandi (2018) defines job satisfaction as a positive attitude of employees, encompassing feelings and behaviors towards their work, reflecting an appreciation of their contribution to the achievement of key organizational values. Various factors influence job satisfaction, including workload, job placement, career development, and other determinants identified in previous studies.

Research conducted by Fajari et al. (2022) demonstrates that workload significantly influences job satisfaction, with higher workloads correlating with reduced employee satisfaction. Munandar (2014) defines workload as the tasks assigned to employees to be completed within a specified timeframe, utilizing their skills and potential. Another critical factor affecting job satisfaction is job placement. Research by Ramadhan et al. (2019) indicates that appropriate job placement positively impacts job satisfaction. Priansa (2014) explains that job placement involves aligning employee qualifications with job requirements to ensure effective performance. Proper job placement ensures that employees are positioned in roles that match their skills, enabling them to work more efficiently.

Additionally, career development significantly influences job satisfaction. Yaningsih and Triwahyuni (2022) highlight that career development initiatives provided by an organization can enhance employee satisfaction. Sihotang (2016) defines career development as an organizational effort to plan, execute, and monitor employee career progression, often referred to as career management. This includes strategic planning, implementation, and supervision of career development programs.

2. IMPLEMENTATION METHOD

The type of research used in this study is quantitative research. The nature of this study is development. Where, according to (Sugiyono, 2015) development research is research conducted by adopting variables, indicators, research objects from previous research by adding variables that are currently used. While this research is a development of research conducted by (Hizburrahman et al., 2023) entitled The Effect of Job Placement and Career Development on Employee Job Satisfaction at PT X, to avoid plagiarism, the researcher changed the research object and added workload as an independent variable. In this study, the population used was all employees of PT. Sinergi Inti Deksa Kuala Tanjung as many as 155 people. In determining the number of samples, the Slovin formula was used, so that the number of samples used in this study was 61 people. Furthermore, the data used in this study was secondary data, (Sugiyono, 2015) defined secondary data as a source that does not directly provide data to data collection. Secondary data is obtained from sources that can support research, including documentation and literature. Secondary data used in this study is the number of employees of PT. Sinergi Inti Deksa Kuala Tanjung. The data analysis techniques used in this study are as follows:

- a. Instrument Test

This study uses instrument tests including validity and reliability tests. This validity test is carried out to measure the accuracy of the instrument in carrying out its tasks to achieve its targets, while the reliability test is a measurement of the level of reliability of a research instrument.

- b. Classical Assumption Test

Multiple linear regression testing can be carried out after the model of this study meets the requirements, namely passing the classical assumption. The requirements that must be met are that the data must be normally distributed, do not contain multicollinearity, and heteroscedasticity. For this reason, before conducting multiple linear regression testing, it is necessary to first carry out classical assumption testing. The classical assumption test consists of a normality test, a multicollinearity test, and a heteroscedasticity test.

- c. Multiple Linear Regression Analysis

Multiple Linear Regression Analysis is used to measure the influence of more than one independent variable on the dependent variable. To determine the influence of the independent variables with the following equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

d. Hypothesis Testing

After obtaining the regression equation, it is necessary to conduct a hypothesis test to determine whether the regression coefficient obtained is significant, then the hypothesis is tested using the t-test (partial) and Path Analysis.

t-test

The t-test is intended to determine the level of significance of the influence of each independent variable on the dependent variable with the assumption that the other independent variables do not change. According to Sugiyono, (2015), the criteria used are as follows:

- 1) If $t_{count} > t_{table}$, then it can be concluded that the independent variables have a significant effect on the dependent variable
- 2) If $t_{count} < t_{table}$, then it can be concluded that the independent variables do not have a significant effect on the dependent variable.

F test

The test conducted is by testing the parameter b (correlation test) using the statistical F test. To test the influence of independent variables simultaneously on the dependent variable, the F test is used. This F distribution is determined by the degrees of freedom of the numerator and denominator, namely k and (n-k-1). For the F test, the criteria used are:

- 1) H_a is accepted if $F_{count} > F_{table}$, meaning that the independent variables together have a significant effect on the dependent variable.
- 2) H_a is rejected if $F_{count} < F_{table}$, meaning that the independent variables together do not have a significant effect on the dependent variable.

3. RESULTS AND DISCUSSION

Research Results

Instrument Test

Measuring tools in research are usually called research instruments. According to Sugiyono (2015) a research instrument is a tool used to measure natural or social phenomena that are observed. Instrument testing is carried out using 2 tests, namely the validity test and the reliability test.

a. Validity Test

This test was conducted on 30 respondents, so $df = 30 - k = 27$, with $\alpha = 5\%$, the r table value was obtained as 0.367 (Ghozali, 2016), then the calculated r value will be compared with the r table value as in table 5 below:

Table 1.
Validity Test Results
Job Satisfaction Variable (Y)

Statement	r count	r table	Validity
1	0,753	0,361	Valid
2	0,766	0,361	Valid
3	0,674	0,361	Valid
4	0,817	0,361	Valid

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5	0,609	0,361	Valid
Workload Variable (X1)			
Statement	r count	r table	Validity
1	0,605	0,361	Valid
2	0,640	0,361	Valid
3	0,660	0,361	Valid
4	0,737	0,361	Valid
Job Placement Variable (X2)			
Statement	r count	r table	Validity
1	0,412	0,361	Valid
2	0,570	0,361	Valid
3	0,616	0,361	Valid
4	0,621	0,361	Valid
5	0,781	0,361	Valid
Career Development Variable (X3)			
Statement	r count	r table	Validity
1	0,473	0,361	Valid
2	0,715	0,361	Valid
3	0,597	0,361	Valid
4	0,820	0,361	Valid
5	0,609	0,361	Valid
6	0,610	0,361	Valid

Table 1 shows that all Statement points for the job satisfaction variable (Y), workload variable (X1), job placement variable (X2) and career development variable (X3) have a calculated r value that is greater than the table r value, so it can be concluded that all Statements for each variable are declared valid.

b. Reliability Test

Reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon. According to Sugiyono (2015) A factor is declared reliable if Cronbach Alpha is greater than 0.6. Based on the results of data processing using SPSS 25.00, the following results were obtained:

Table 2.
Reliability Test Results

Variabel	Cronbach Alpha	Konstanta	Reliabilitas
Job Satisfaction Variable (Y)	0,779	0,6	Reliabel
Workload Variable (X1)	0,755	0,6	Reliabel
Job Placement Variable (X2)	0,732	0,6	Reliabel
Career Development Variable (X3)	0,743	0,6	Reliabel

Based on the reliability test using Cronbach Alpha, all research variables are reliable because Cronbach Alpha is greater than 0.6, so the results of this study indicate that the measurement tool in this study has met the reliability test (reliable and can be used as a measuring tool).

Classical Assumption Test

a. Normality Test

Table 3. One Sample Kolmogorov Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		67	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	1.08400110	
Most Extreme Differences	Absolute	.052	
	Positive	.052	
	Negative	-.040	
Test Statistic		.052	
Asymp. Sig. (2-tailed)		.200 ^{c,d}	
Monte Carlo Sig. (2-tailed)	Sig.	1.000 ^e	
	99% Confidence Interval	Lower Bound	.934
		Upper Bound	1.000

- a. Test distribution is Normal.
 - b. Calculated from data.
 - c. Lilliefors Significance Correction.
 - d. This is a lower bound of the true significance.
 - e. Based on 67 sampled tables with starting seed 1502173562.
- Sumber : Data diolah (2024)

From the output in table 3, it can be seen that the significance value (Monte Carlo Sig.) of all variables is more than 0.05, so the residual value is normal, so it can be concluded that all variables are normally distributed.

b. Multicollinearity Test

The multicollinearity test in this study is seen from the tolerance value or variance inflation factor (VIF). The calculation of the tolerance value or VIF with the SPSS 25.00 for windows program can be seen in Table 4 below:

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Table 4. Multicollinearity Test Results Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Beban Kerja	.761	1.315
Placement Work	.513	1,951
Development Career	.422	2,368

a. Dependent Variable: Job Satisfaction
Source : Processed data (2024)

Based on table 4, it can be seen that the tolerance value of each variable shows that all are greater than 0.10 while the VIF value of each variable shows that all are less than 10. Based on the results of the calculation above, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also less than 10 so that there is no correlation symptom in the independent variables. So it can be concluded that there is no multicollinearity symptom between independent variables in the regression model.

c. Heteroscedasticity Test

Heteroscedasticity test aiming For test whether from the regression model happen inequality *variance* from residual one observation to other observations . A good regression model is homoscedasticity or No the occurrence heteroscedasticity . One of the method For detect There is or whether or not heteroscedasticity is with *Glejser test* , in glejser test , if variable independent significant in a way statistics in influencing variables dependent so There is indication happen heteroscedasticity . The results of data processing using SPSS 25.00 show results in table following :

Table 5. Glejser Test Results Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.730	1,074		.679	.499
Workload	-.041	.058	-.102	-.714	.478
Placement Work	-.009	.037	-.041	-.234	.816
Development Career	.034	.050	.131	.678	.500

a. Dependent Variable: ABS_RES
Source : Processed data (2024)

Based on table 5 obtained mark significance every variable more big from 0.05 to can concluded No there is symptom heteroscedasticity in the research model This .

Multiple Linear Regression Analysis

Testing multiple linear regression explain the magnitude role variable free to variable bound . Data analysis in study This use analysis multiple linear regression with use *SPSS 25.00 for windows* . Analysis of each variable explained in description following :

Multiple Linear Regression Results

Coefficients^a

Model	Unstandardized Coefficients		Collinearity Statistics	
	B	Std. Error	Tolerance	VIF
(Constant)	-1.215	1,845		
Workload	-.468	-.099	.761	1.315
Placement Work	.477	.064	.513	1,951
Development Career	.146	.086	.422	2,368

a. Dependent Variable: Satisfaction Work

Source: Processed data (2024)

Based on those results, the multiple linear regression equation that has the formulation: $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + \epsilon$, until the equation is obtained: $Y = -1,215 - 0,468 X_1 + 0,477 X_2 + 0,146 X_3$

Hypothesis Testing

t-test (Partial)

t- statistic test is also called the individual significance test . This test show how much Far influence variable independent in a way partial to variable dependent . In research this , hypothesis test partial done on every variable independent as in Table 7 below This :

Table 7. Partial Test (t)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.215	1,845		-.658	.513
Workload	-.468	-.099	-.320	-4,734	.000
Placement Work	.477	.064	.615	7,460	.000
Development Career	.146	.086	.154	1,700	.094

a. Dependent Variable: Satisfaction Work

Source : Processed data (2023)

a. Hypothesis Test of the Effect of Workload on Satisfaction Work

From table 7, the calculated t value is -4.734. With $\alpha = 5\%$, $t_{table} (5\%; nk = 64)$, the t_{table} value is obtained as 1.997 From the description it can be seen that the calculated $-t (-4.734) < -t_{table} (-1.997)$, likewise with the significance value of $0.000 > 0.05$, it can be concluded that the first hypothesis is accepted, meaning that the burden influential work towards satisfaction work . The results of this study are in accordance with the results of research conducted by (Fajari et al., 2022) .

b. Hypothesis Test of Placement Effect Work Towards Satisfaction Work

calculated t value is 7.460. With $\alpha = 5\%$, $t_{table} (5\%; nk = 64)$, the t_{table} value is 1.997. From this description, it can be seen that the calculated $t (7.460) > t_{table} (1.996)$, and the significance value is $0.000 < 0.05$, so it can be concluded that the second hypothesis is accepted, meaning that the placement variable work influences satisfaction variables work . The results of this study are in accordance with the results of research conducted by (Ramadhan et al., 2019) .

c. Hypothesis Test of Development Influence Career Towards Satisfaction Work

calculated t value is 1.700. With $\alpha = 5\%$, $t_{table} (5\%; nk = 64)$, the t_{table} value is 1.997. From this description, it can be seen that the calculated $t (1.700) < t_{table} (1.997)$, and the significance value is $0.094 > 0.05$, so it can be concluded that the third hypothesis is rejected,

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meaning that the development variable career does not affect the satisfaction variable work . The results of this study do not in accordance with the results of research conducted by (Hizburrahman et al., 2023) .

F Test (Simultaneous)

This test basically shows whether all independent variables included in this model have a joint influence on the dependent variable. The results of the F test can be seen in the following table 8:

Table 8
Simultaneous Test Results (F)
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	275,909	3	91,970	74,710	.000 ^b
Residual	77,554	63	1.231		
Total	353,463	66			

a. Dependent Variable: Satisfaction Work

b. Predictors: (Constant), Development Career , Workload , Placement Work

Source: Data processed (2023)

From table 8, the F_{value} is 74.710. With $\alpha = 5\%$, numerator dk: k, denominator dk: nk-1. (5%; 3 ; 63) obtained an F_{table} value of 2.70. From this description it can be seen that the $F_{\text{value}} (74.710) > F_{\text{table}} (2.70)$, and the significance value is $0.000 < 0.05$, so it can be concluded that the fourth hypothesis is accepted, the burden work , placement work and development career have a simultaneous effect on job satisfaction variables .

Discussion

1. Influence Workload Against Satisfaction Work

Based on study show that hypothesis First accepted It means burden Work influential negative to satisfaction work . Can seen from answer Respondent show that majority Respondent answer agree and strongly agree which shows that burden work felt by employees PT. Sinergi Inti Deksa Kuala Tanjung Enough high , so that employee feel fed up with work given always increases which has an impact on decreasing satisfaction Work employee in work . The results of this study are in accordance with the results of research conducted by (Fajari et al., 2022) which showed that burden Work influential to satisfaction work , in line with theory put forward by (Mangkunegara, 2015) Where in environment work , burden high work can influential to satisfaction Work someone . When someone face excessive task , responsibility multiple answers , or tight deadlines , things This can cause stress and pressure . In turn , the level of satisfaction Work tend decrease . Excessive workload can make somebody feel overwhelmed and difficult For balancing work with life personal . This is can result in decline motivation , fatigue , and lack of satisfaction to work done . On the other hand , if somebody face burden overwork low , they Possible feel No stimulated or not enough challenged . Condition This can also affect satisfaction work , because individual Possible feel No satisfied or No feel valued on his contribution .

2. Influence Placement Work Against Satisfaction Work

Based on study show that hypothesis second accepted It means placement Work influential to satisfaction work . From the answer Respondent show that on the variable placement Work majority Respondent answer agree and strongly agree which describes that placement work felt by employees has in accordance with desires and skills possessed so that employee

feel satisfied with placement work received moment This . The results of this study are in accordance with the results of research conducted by (Ramadhan et al., 2019) which showed that placement influential to satisfaction work , and in line with theory according to (Hartatik, 2018) placement the right job can own impact significant to level satisfaction Work someone . When someone employee placed in a suitable job with his qualifications , interests , and skills , he tend feel more satisfied with his job . When a employee can use his abilities and expertise in a way maximum in assigned work , ia feel appreciated and feel own meaningful contribution in organization . This is can provide a high sense of achievement and satisfaction , because employee feel can give good and successful results in his duties . On the other hand , if a employee placed in a job that is not in accordance with qualification or his interest , he Possible feel No motivated , not satisfied , and less powerless . Unemployable work in accordance can cause incompatibility between ability individuals and demands work , which in turn can cause tension , stress , and dissatisfaction .

3. Influence Development Career To Satisfaction Work

Based on study show that hypothesis third rejected It means development career No influential to satisfaction work . From the results answer Respondent show that Still there is respondents who answered No agree and strongly disagree agree , thing This due to development career in employees only carried out on employees who have skills certain that every the year need updated certificate skills possessed like employee in the field of K3 (Health, Safety , Work) , so No all over employee accept chance development career and skills that do not provide satisfaction work on employees . The results of this study do not in accordance with the results of research conducted by (Hizburrahman et al., 2023) which shows that development career influential to satisfaction work , and not in line with teroit according to (Sihotang, 2016) who stated development career is factor important that can influence level satisfaction Work a person . When an individual feel There is chance For develop skills , knowledge and abilities they in work they , things This can increase satisfaction Work they . When a employee own chance For follow training , courses , or development programs other relevant with their work , they can increase competence and improve quality the work they do do . This gives a sense of accomplishment and progress. personal factors that can influence satisfaction work . Development career also provides employees chance For increase not quite enough responsibility , authority , and progress in hierarchy organization . When individuals feel There is prospects clear career and opportunities to get promoted or get promotion , thing This can increase motivation and satisfaction Work them . In addition , the development career can also provide variety in work and avoid monotony . When individuals own chance For involved in challenging and interesting tasks , they more tend feel motivated and satisfied with work they .

4. Effect of Workload , Placement Work and Development Career In general Simultan To Satisfaction Work

Based on study show that hypothesis fourth accepted It means burden work , placement work and development career in a way simultaneous influential to satisfaction work . Research results This in line with research conducted by (Adriansyah et al., 2021) which shows connection burden work , placement work , and development career in a way simultaneous to satisfaction Work can become complex and interrelated factors related , and results study This in line with the theory according to (Nuraini, 2013) , satisfaction Work is satisfaction work that is enjoyed in work that is obtained praise , results work , placement , treatment , equipment and atmosphere environment good work . High workload can impact negative on satisfaction Work someone . If someone individual face burden overwork , as in demands that are not realistic or too much pressure tall , they Possible feel stress , fatigue , and lack of satisfied with work them . Therefore that 's important For manage burden Work with good ,

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like prioritize task , organize time with effective , and ensure existence balance between work and life personal . Next , the placement proper work also plays a role important in increase satisfaction work . When a person individual placed in the appropriate position with skills , interests , and expertise they , they own chance For Work in a way effective and feel involved in work they . Placement good work also includes clear understanding about roles and responsibilities answer , and existence support and guidance from superiors and colleagues work . Development career also has significant role in increase satisfaction work . Through development career , individual own chance For develop skills , knowledge and abilities they in work them . This gives a sense of accomplishment and progress. personal who can increase satisfaction work . In addition , development career can also provide opportunities to rise in rank , to get promoted promotion , or involved in challenging projects , all of which can Motivate individual and improve satisfaction Work they .

4. CONCLUSION

The test results to determine the Influence of Workload, Job Placement and Career Development on Employee Job Satisfaction at PT. Sinergi Inti Deksa Kuala Tanjung . Using multiple linear regression analysis with three independent variables and one dependent variable shows that:

- a. The first hypothesis is accepted, meaning that workload has a negative effect on employee job satisfaction at PT. Sinergi Inti Deksa Kuala Tanjung .
- b. The second hypothesis is accepted, meaning that job placement has an effect on employee job satisfaction at PT. Sinergi Inti Deksa Kuala Tanjung .
- c. The third hypothesis is rejected, meaning that career development does not affect employee job satisfaction at PT. Sinergi Inti Deksa Kuala Tanjung .
- d. The fourth hypothesis is accepted , meaning that workload, job placement and career development have a simultaneous effect on employee job satisfaction at PT. Sinergi Inti Deksa Kuala Tanjung .

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