



THE INFLUENCE OF WORKLOAD AND ADAPTATION ABILITY ON EMPLOYEE PERFORMANCE THROUGH SATISFACTION WORK AT PT. BANK OF SUMUT REGIONAL 1 MEDAN

Dwi Nurul Aisyah¹, Prihatin Lumbanraja², Parapat Gultom³

^{1,2,3}Faculty of Economic and Business Universitas Sumatera Utara

Corresponding Email: dwinurulaisyah@gmail.com

Abstract

This study aims to analyze how workload, adaptability and job satisfaction can affect employee performance. The type of research used in this research is quantitative research. The population in this study were employees of PT Bank Sumut Regional 1 Medan with samples taken in this study were 170 respondents. The data used are primary data and secondary data obtained through a list of statements and documentation studies. The data analysis technique uses structural equation modeling (SEM) with the Smart PLS version 3.0 analysis tool. The results of the research directly show that workload has a positive and significant effect on employee performance, adaptability has a positive and significant effect on employee performance, workload has a negative and insignificant effect on job satisfaction, adaptability has a positive and significant effect on job satisfaction, and job satisfaction has a positive and significant effect on employee performance. Then the test is carried out indirectly resulting that the workload has a negative and insignificant effect on employee performance through job satisfaction and adaptability has a positive and significant effect on employee performance through job satisfaction.

Keywords: *Workload, Adaptability, Job Satisfaction, and Employee Performance.*

1. INTRODUCTION

Companies and organizations have the most important priority in safeguarding the future of a company or organization and achieving company targets is of course inseparable from the role of human resources or employees in an organization or company. The importance of the value of human resources or commonly referred to as human resource management is an acknowledgment of the importance of workforce in an organization or company. Quality human resources will support optimization and effectiveness and efficiency in carrying out the tasks and responsibilities given to achieve company goals (Arnada, 2021).

Human resource management is called human resource management which is an acknowledgment of the importance of the company's workforce as human resources in contributing to organizational goals and the use of several functions and activities to ensure that these human resources can be used effectively and fairly for the benefit of individuals, organizations, and society (Turnip, 2020). To achieve the goals to be achieved there are factors that influence these goals, namely employee performance. Employee performance is the result of the behavior of employees who are given responsibility for carrying out a job optimally which will provide positive value to the company (Arnada, 2021).

BOPO Operating Expenses-Operating Income is a bank's efficiency ratio that measures operating expenses to operating income. The higher the BOPO value, the more inefficient the bank's operations are. BOPO is a profitability ratio that compares operating expenses with operating income. Taken from Bank Sumut 2022 data, seen from the Profitability target, in generating profit with a target of 3248 million rupiahs, the Back Office is only able to realize 688 million rupiahs, meaning it has not been able to reach the target below. If profitability decreases,

the profits obtained by the company will also decrease. Profitability is the most important indicator for a company. Then from the target Many Percent Number of Upload Savings and Current Account Specimens, the Back Office has a target of 100 but in fact the Back Office was able to upload only 96.71 specimens, meaning that the Back Office has not met the target set below due to the unfinished upload of specimens where the specimen itself is an important thing which is a condition of the validity of the account.

Good office governance can make employees feel comfortable and able to adapt well. Here you can see the filing of notes and the maintenance of the Back Office work area, which is mediocre. Multiuser means that the work or role carried out by an employee exceeds one authority position, for example a Back Office can replace the CS or Teller role under certain conditions. Most Back Office employees have an early career starting from being a Teller or CS, then changing positions to BO Back Office according to the conditions set by the Bank. It can be concluded that BO employees who have experience as a Teller or CS before can fill or replace the role of Teller or CS, which shows that collaboration between positions looks good.

Employees are human resources who are constantly growing and developing in order to carry out their functions in dealing with the dynamics of environmental changes that occur. One of the efforts to increase the success of an organization is with good adaptability within the company. One other important factor influencing employee performance is job satisfaction. Job satisfaction is an individual's feelings towards his work, this means that the concept of job satisfaction is known through the interaction of employees in their work environment. In this case job satisfaction includes individual attitudes towards work, rewards received and believed to be received, both in the form of financial and in the form of recognition as well as opportunities for promotion and psychological environment such as pleasant co-workers (Akbar, 2018). The problems that occur related to job satisfaction variables at Bank Sumut Regional 1 Medan are employees' lack of satisfaction with the promotion of existing positions at Bank Sumut.

Employee performance is the result of the behavior of employees who are given responsibility for carrying out a job optimally which will provide positive value to the organization (Kishen, 2020). Employee performance is the result of a person's work in a certain period. This work achievement relates to the output or output produced by the employee which of course has an impact on the realization of the goals of the organization or company. Employee performance is the result of employee work towards their duties and responsibilities towards the work provided by the organization (Carvalho, 2020). Employee performance is the result in quality and quantity achieved by employees or organizations in carrying out tasks and targets in accordance with the responsibilities given in a certain period (Amelia,

Job satisfaction is an emotional feeling felt by an employee for what he does. Job satisfaction arises when expectations are proportional to the remuneration provided by the company for the work provided, so that employees can meet their physical needs and social status. Job satisfaction is a positive feeling felt by an employee or what he does (Haris, 2021). Job satisfaction arises when expectations are proportional to work results, so that employees can fulfill their life needs. In general, job satisfaction is an individual thing because each employee will have a different level of satisfaction according to the values that apply to the employee. The more aspects of work that are in accordance with individual wishes, the higher the level of satisfaction felt. Job satisfaction is defined as a positive feeling towards work, which is the result of an evaluation of each job characteristic (Sutrisno, 2017).



Adaptation is the ability of living things to adjust to their environment. Adaptability is a very complex behavior because it involves a number of intellectual functions, namely reasoning, working memory, and learning skills (Paramitha, 2016). Adaptability is generally needed to deal with dynamic environmental situations that are subject to change at any time. Adaptability also aims to minimize risks caused by changes so that the predetermined performance can be achieved. Adaptability is needed in the process of learning and working. Adaptability is a person's ability to follow developments or changes that occur in the employee environment (Rachmawati, 2021). Workload is the average frequency of activities of each job within a certain period of time, workload can be seen from the physical and mental load, if the workload borne by an employee is too heavy or the physical abilities are weak it will certainly result in an obstacle at work so that the employee feels sick because of a job (Indrawati, 2015).

2. RESEARCH METHODS

This research is a causal research with a quantitative approach. This research was conducted at Bank Sumut Regional 1 Medan Jalan Imam Bonjol Number 17 Medan, North Sumatra. The time of this research starts from January 2023 – May 2023. The population in this study are employees of PT. Bank Sumut Regional 1 Medan, totaling 240 employees. The sampling method uses simple random sampling, namely sampling from the population is done randomly without regard to the existing strata in the population. The data used are primary data and secondary data obtained through a list of statements and documentation studies. The data analysis technique uses structural equation modeling (SEM) with the Smart PLS version 3.0 analysis tool.

3. RESULTS AND DISCUSSION

From this study, the results showed that respondents based on gender showed that 67 (60%) were male and 103 (40%) were female. This shows that employees who are tasked more in serving customers are women. Women are attractive to customers because women's psychology is softer than men. This can make transactions convenient for customers. As for the Back Office employees themselves, they are predominantly male because the field of duties and work carried out is in the form of administration which does not play a direct role at the forefront of bank services, or commonly referred to as people behind the scenes.

The results of respondents aged 21-30 years were 91 people (31%), aged 31-40 years were 63 people (10%), aged 41-50 years were 16 people (37%). Age is a requirement for recruitment for certain positions and fresh graduates are preferred and positions for those aged over 40 years and over are generally reserved for manager and supervisor positions because experience in these positions is required. Recruitment of employees who are classified as young (fresh graduates) as an opportunity for companies to enter into contracts for a certain time. Where employees with completed contracts will be replaced with new employees.

The results of the respondents are in the range of 1-5 years working time totaling 78 employees (29%), 5-10 years working span totaling 93 employees (55%), 10-15 year working span totaling 18 employees with a percentage (10%) , and working for more than 15 years amounted to 10 employees (6%). Employee length of service is marked by a variety of work experience and maturity of thinking in dealing with a problem. Bank Sumut makes FL as a permanent employee but only up to a certain agreed time limit. As long as the employee reaches the age of 33, the employee must be in FL, which means he can become a CS or can become a teller unless there are certain circumstances. From the results of the interviews, the facts show that more employees retire early because the company will look for new employees. As for the possibility if it is feasible and needed by management, Bank Sumut will only continue male employees due to several considerations such as the employee is the head of the family, physically does not change too much,

the performance of male employees is usually stable, and already has a good work character. known to management. While not continuing for women, one of them is because they have a family, their physique has changed, and also the work rhythm that has been influenced by the environment from home has changed when in the work environment. and already has a work character that has been known by management. While not continuing for women, one of them is because they have a family, their physique has changed, and also the work rhythm that has been influenced by the environment from home has changed when in the work environment. and already has a work character that has been known by management. While not continuing for women, one of them is because they have a family, their physique has changed, and also the work rhythm that has been influenced by the environment from home has changed when in the work environment.

The results of employees with the last D3 education were 43 employees (25%), the last education S1 were 108 employees (64%), and the last education S2 were 19 employees (11%). The number of employees with an undergraduate educational background is a standard required in the company. This is needed to increase the standard capabilities of employees. The R2 result of job satisfaction is 0.707. This value means that the variable workload (X1) and adaptability (X2) can influence job satisfaction (Z) by 70.7%, the remaining 29.3% is influenced by other factors. It is known that the R2 value of employee performance interest (Y) is 0.832. This value can be interpreted that the variable workload (X1), adaptability (X2), and job satisfaction (Z) can affect employee performance (Y) by 83.2%, the remaining 16.8% is influenced by other factors.

4. CONCLUSION

Based on the results of the research above, it can be concluded that workload has a positive and significant effect on the performance of Bank Sumut Regional 1 Medan employees. Adaptability has a positive and significant effect on the performance of Bank Sumut Regional 1 Medan employees. Workload has a negative and insignificant effect on employee satisfaction at Bank Sumut Regional 1 Medan. Adaptability has a positive and significant effect on job satisfaction at Bank Sumut Regional 1 Medan. Job satisfaction has a positive and significant effect on the performance of Bank Sumut Regional 1 Medan employees. Job satisfaction is not able to mediate the relationship between workload and employee performance at Bank Sumut Regional 1 Medan. Job satisfaction is able to mediate the relationship between adaptability and employee performance at Bank Sumut Regional 1 Medan.



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