

The Influence of Workload, Job Satisfaction, and Communication on the Performance of Support Service Workers at Pertamina Abab Dewa Raja Field

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Abstract

This study aims to understand and analyze the relationship between the influence of workload, job satisfaction, and communication on the performance of support service workers at Pertamina Abab Dewa Raja Field. The population in this study consists of support service workers (TKJP) selected randomly, involving 70 individuals, with a breakdown of 35 contact support workers and 35 workers from production contracts. The data collection technique involves questionnaires, and the multiple regression analysis technique is processed with statistical software. Data analysis techniques involve data verification, questionnaire management, and data processing: (a) data validity test, (b) data reliability test, (c) multiple linear regression test, and (d) hypothesis testing. The data analysis process used statistical formula applications to facilitate researchers' processing and interpreting data.

Keywords: Workload, Job Satisfaction, Communication, Performance.

JEL Code: H63, J24, J53, O15

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1. Introduction

Good management can create professional and competent resources for the company. Every company strives as much as possible to search for and continuously develop high-quality resources for the organization. This also applies to the largest companies in the world, such as oil and gas companies. PT Pertamina Abab Dewa Raja Field, better known as PT Pertamina

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Adera Field, is located in the Penukal Abab Lematang Ilir (PALI) Regency, situated in the South Sumatra Province, Indonesia. This name refers to the oil wells or geographical aspects in that area. Generally, PT Pertamina Adera Field engages in numerous collaborations with other companies known as vendors to assist in the smooth operation of the company's operations. These vendors are contracted to provide and manage contracted labor who either will or have worked within the PT Pertamina's territory.

The workforce of Pertamina comprises permanent staff or employees and contract workers. Permanent workers are official Pertamina staff, while contract workers are individuals within Pertamina's scope but are not directly involved in signing contracts with Pertamina. Instead, they are engaged in contracts with other companies that collaborate with the company, referred to as vendors. Some of the employment contracts in the Adera Field work area include: Support Service Workers Contract (TKJP), Volume Contract, Cleaning Service Contract, Daily Contract, Minor AC Contract, RIG Contract, Driver Contract, and several other supporting contracts. The focus of this research is on: Support Service Workers Contract (TKJP). TKJP has the same employment contract as other contract workers, which is a two-year contract with Pertamina's vendor. However, the difference is that TKJP will continue to be used until the retirement age of 56 years, even if the vendor working with PT Pertamina changes every two years. TKJP is divided into two contracts, namely; support and field (production) contracts. The focus of this research is on these two TKJP contracts. By focusing the research on these two contracts, the researcher aims to understand the impact of certain variables (Workload, Job Satisfaction, and Communication) on performance in two different work contexts. This study will enable comparison of the influence of these variables in the context of support contracts and production contracts, as well as analyzing the differences and similarities in their impact on TKJP performance.

(Suprpto, 2022) states that workload is closely related to one's job, where individuals assess various activities and task demands that require both mental and physical involvement, whether completed or pending. suggests, one of the strategies implemented companies to ensure optimal employee performance in achieving company goals is by ensuring their job satisfaction is maintained. The analysis of workload needs to be consistently conducted to optimize the utilization of human resources. By conducting structured and continuous workload analysis, organizations can avoid situations of imbalance, where too many or too few employees are assigned to a job. This helps create a harmonious work environment, enhances productivity, and improves employee satisfaction ned by an employee when carrying out tasks according to the responsibilities given.

According to (Egarini, 2022) job satisfaction is an overall depiction of an individual that reflects the comparison between the satisfaction received, involving the recognition received by workers, and their perception of the amount they should rightfully receive. Feelings of job satisfaction can be experienced both in the workplace and outside of work, involving a combination of experiences from both areas. Harold D. Lasswell created a communication model known as the Lasswell model, particularly the linear communication model or one-way communication model. The communication process begins with the sender delivering a message, which is then conveyed through a medium to the message receiver. The message receiver then receives the message and provides feedback to the message sender (Syaputra & Sariwaty S, 2021).

Based on the analysis of the introductory paragraph, it discusses three independent variables: workload, job satisfaction, and communication on the performance of Contracted Workers for

Support Services at PT Pertamina Adera Field. The study aims to investigate the impact of these three independent variables both separately (partial) and collectively (simultaneous). Therefore, the research objective is to determine the effects of these three independent variables on the performance of Contracted Workers for Support Services at PT Pertamina. This study employs both separate (partial) and simultaneous approaches to examine the impact of the three independent variables on performance. The separate approach refers to analyzing the impact of each variable individually, while the simultaneous approach involves analyzing the combined impact of all three variables together.

Mangkunegara, as cited in the work (Gumelar, 2021), states that the indicator of success for an organization is the performance of its employees. Performance refers to the achievement of work, both in terms of quality and quantity, successfully obtained by an employee when carrying out tasks according to the assigned responsibilities. Theories of performance refer to the concept of how individuals or systems operate and function in achieving specific goals. These theories encompass various factors that influence performance: motivation, capability, the work environment, and cognitive workload.

In other words, this study aims to explain the extent to which each variable and their combinations contribute to performance. The study will investigate the impact of these variables in the context of the performance of Support Service Workers at PT Pertamina Adera Field. Therefore, the scope of the research is limited to the specific situations and characteristics found in the company. The technique used in this study applies a quantitative research method. The sampling technique utilizes probability sampling, specifically the systematic random sampling technique, indicating that each member of the population has an equal chance of being selected as a sample. The selection of research samples consists of two types of TKJP contracts: support contracts and production contracts, providing variations in the work context. The research sample involves 35 support contract workers and 35 workers from production contracts, ensuring an adequate number of samples, which are then analyzed using multiple linear regression.

Multiple regression analysis technique was chosen as the main method to test the relationship between independent variables (Workload, Job Satisfaction, and Communication) and the dependent variable (Performance). The data analysis process was conducted using statistical formula applications to facilitate researchers in processing and interpreting data. The questionnaire consisted of 8 questions for variable Workload, 10 questions for Job Satisfaction, 6 questions for Communication, and 8 questions for the dependent variable Performance.

2. Literature Review

The Human Resource Management (HRM) theory encompasses various approaches and frameworks designed to understand, manage, and optimize the role of human resources in an organization. Several relevant theories in human resource management involve an understanding of how individuals influence and are influenced by the organizational context. Frederick Herzberg's Two-Factor Theory - Motivation-Hygiene Theory is one such theory. Herzberg proposed two distinct factors that affect job satisfaction and dissatisfaction. Motivational factors (such as achievement, recognition, and responsibility) can enhance satisfaction, while hygiene factors (such as physical working conditions, company policies, and interpersonal relationships) can reduce dissatisfaction (Rana et al., 2022).

On the other hand, (Arsintescu et al., 2020) state that workload theory refers to the concept that when an individual performs tasks requiring high cognitive demands, such as multitasking or

completing complex tasks, their cognitive workload increases. This can affect human performance and safety in various contexts, including in the manufacturing industry. High cognitive workload has been proven to lead to decreased alertness, increased accident risk, reduced task performance, and an elevated risk of injury.

Harold D. Lasswell created a communication model known as the Lasswell model, particularly the linear communication model or one-way communication model. The communication process begins with the sender delivering a message, which is then conveyed through a medium to the message receiver. The message receiver then receives the message and provides feedback to the message sender (Syaputra & Sariwaty S, 2021). Based on the organizational theory perspective explained by Karl Weick, the position of structure emphasizes communication in designing a scheme for a specific purpose. Weick also states that, in reality, humans cannot avoid communication (Gumelar, 2021).

Mangkunegara, as cited in the work (Gumelar, 2021), states that the indicator of success for an organization is the performance of its employees. Performance refers to the achievement of work, both in terms of quality and quantity, successfully obtained by an employee when carrying out tasks according to the assigned responsibilities. Theories of performance refer to the concept of how individuals or systems operate and function in achieving specific goals. These theories encompass various factors that influence performance: motivation, capability, the work environment, and cognitive workload. Performance theories also consider how individuals or systems adjust strategies and tactics to achieve desired outcomes. This theory encompasses various factors that influence performance: motivation, capability, the work environment, and cognitive workload. Performance theories also consider how individuals or systems adjust strategies and tactics to achieve desired outcomes. According to Hart and Staveland as cited in (Arsintescu et al., 2020), performance theories can be influenced by cognitive workload, which is the mental level required to complete a particular task.

Performance theory refers to the concept of how individuals or systems operate and function in achieving specific goals. This theory encompasses various factors that influence performance: motivation, abilities, the work environment, and cognitive workload. Performance theory also considers how individuals or systems adjust strategies and tactics to achieve desired outcomes (Meeravali et al., 2021). The framework of thinking is used by researchers to analyze planning and propose arguments about the tendencies of assumptions to be followed. It is structured based on literature reviews and research findings that are relevant. The framework of thinking is the argument used by researchers to formulate hypotheses, applying deductive logic, especially in quantitative methods.

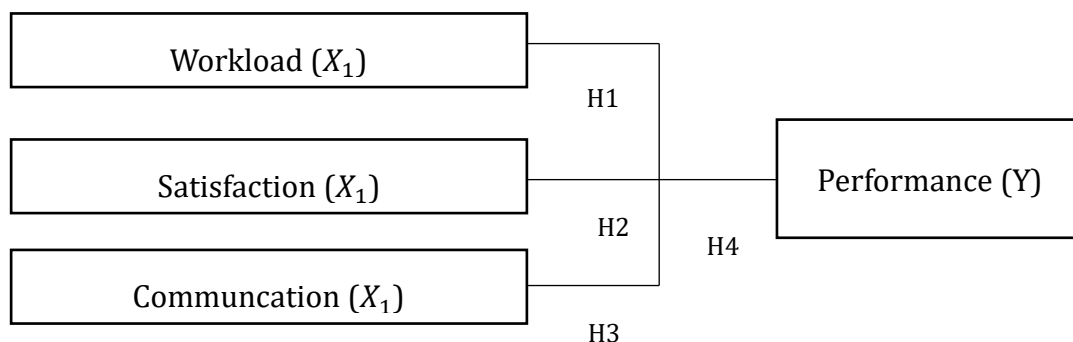


Figure 1: Conceptual Framework.

Referring to the context presented in the background and the main issues above, the hypotheses proposed in this writing can be detailed as follows:

- H1: It is suspected that Workload has a positive and significant impact on the performance of Contracted Workers for Support Services (TKJP) at PT Pertamina Adera Field.
- H2: It is suspected that Satisfaction influences the performance of Contracted Workers for Support Services (TKJP) at PT Pertamina Adera Field.
- H3: It is suspected that Communication influences the performance of Contracted Workers for Support Services (TKJP) at PT Pertamina Adera Field.
- H4: It is suspected that Workload, Satisfaction, and Communication significantly influence the performance of Contracted Workers for Support Services (TKJP) at PT Pertamina Adera Field.

3. Research Method

The technique used in this study applies a quantitative research method. The sampling technique utilizes probability sampling, specifically the systematic random sampling technique, indicating that each member of the population has an equal chance of being selected as a sample. The selection of research samples consists of two types of TKJP contracts: support contracts and production contracts, providing variations in the work context. In this research, 35 samples were taken, namely from support contracts and production contracts. Multiple regression analysis was chosen as the primary method to test the relationship between independent variables (Workload, Job Satisfaction, and Communication) and the dependent variable (Performance). Indicators for these variables:

1. Workload:

- Number of tasks that need to be completed by employees within a specific period of time.
- Duration of time spent completing these tasks.
- Level of alignment between employees' workload capacity and the tasks assigned.

2. Job Satisfaction:

- Job satisfaction survey involving employees to assess various aspects of their work.
- Employee attendance and retention rates.
- Level of participation in development or training programs offered by the company.

3. Communication Regarding Employee Performance:

- Frequency of feedback provided by managers or colleagues on employee performance.
- Quality of feedback provided, whether it is constructive and helpful or not.
- Clarity of communication regarding performance expectations and goals.

By monitoring these indicators, companies can better understand how workload, job satisfaction, and communication regarding employee performance interact with each other, and how this can affect employee productivity and well-being. The data analysis process used statistical formula applications to facilitate researchers' processing and interpreting data. The questionnaire consisted of 8 questions for Workload, 10 questions for Job Satisfaction, 6 for Communication, and 8 for the dependent variable Performance.

4. Findings and Discussions

4.1. Characteristic Respondent

Several findings were obtained from the research conducted by distributing online questionnaires to 70 respondents through Google Forms. The subjects of this analysis were the Contracted Workers for Support Services (TKJP) at PT Pertamina Adera Field. The following is a summary or general overview of the respondents involved in this analysis, as shown in Table 1 and Table 2.

Table 1. Characteristics of Support Contract Respondents.

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	1	2.9	2.9	2.9
	31-40	26	74.3	74.3	77.1
	41-50	8	22.9	22.9	100.0
	Total	35	100.0	100.0	

Source: Processed data

Table 2. Characteristics of Production Contract Respondents.

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31-40	14	40.0	40.0	40.0
	41-50	17	48.6	48.6	88.6
	51-56	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

4.2. Instrument test

1. Instrument validity test

The testing was conducted using Statistics software. A measuring instrument is considered valid if the correlation coefficient is ≥ 0.3338 . If the values for the statements are > 0.3338 , then those statements are considered valid.

2. Reliability test

The workload, job satisfaction, communication, and performance variables show alpha coefficients > 0.60 . A value > 0.60 indicates that the items in these statements are reliable or trustworthy.

4.3. Multiple Linear Regression

Test If the significance value > 0.05 , it can be interpreted that there is a linear relationship between the two variables being tested. Table 2 presents the results of the linearity test, indicating that the relationship is linear.

Table 3. Multiple Linear Regression Test for Support Contracts.

Variable	Sig Deviation From Linearity	Test Results
Workload -> Performance	0.869	Linier
Job Satisfaction -> Performance	0.921	Linier
Communication -> Performance	0.890	Linier

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Source: Results Using Statistics

4.3.1. Regression coefficient test (t-test)

If the significance value is > 0.05 , it can be interpreted that there is a linear relationship between the two variables being tested. Table 3 presents the results of the linearity test, indicating that the relationship is linear.

Table 4. Regression Coefficient Test (t-test).

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.060	3.545		1.427	0.163
	Workload	0.417	0.129	0.513	3.235	0.003
	Job Satisfaction	-0.104	0.096	-0.161	-1.086	0.286
	Communication	0.769	0.212	0.520	3.629	0.001

a. Dependent Variable: Performance

Using the formula $t\text{-table} = t(\alpha/2; n-k-1) = t(0.05/2; 35-3-1) = t(0.025; 31) = 2.040$. Therefore:

a. Testing the first hypothesis (H1)

It is known that the Sig value for the influence of Workload on Performance is $0.169 > 0.05$, and the calculated t value is $3.235 > 2.040$, so it can be concluded that H1 is accepted, meaning there is an influence of Workload on Performance.

b. Testing the second hypothesis (H2)

The Sig value for the influence of Job Satisfaction on Performance is $-0.585 < 0.05$, and the calculated t value is $-1.086 < 2.040$. Therefore, it can be concluded that H2 is rejected, meaning that job satisfaction does not influence performance.

c. Testing the third hypothesis (H3)

The Sig value for the influence of Communication on Performance is $0.000 < 0.05$, and the calculated t value is $3.629 > 2.040$. Therefore, it can be concluded that H3 is accepted, meaning that communication influences performance.

4.3.2. Model Feasibility Test (F-test)

Table 5. Model feasibility test (F-test)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	542.104	3	180.701	25.064	0.000 ^b
	Residual	223.496	31	7.210		
	Total	765.600	34			

a. Dependent Variable: Performance

b. Predictors: (Constant), Workload, Job Satisfaction, Communication.

In the context of linear regression, the formula for the F-test is $F\text{-table} = F(k;n-k) = F(3;32) = 2.90$. Therefore:

d. Testing the fourth hypothesis (H4)

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The Sig value for the influence of workload, job satisfaction, and communication on performance is $0.000 < 0.05$, and the calculated t value is $25.064 > 2.90$. Thus, it can be concluded that H4 is accepted, meaning that workload, job satisfaction, and communication influence performance.

Thus, we can conclude that the null hypothesis H0 is rejected. It means there is very strong statistical evidence supporting a significant influence from the combination of variables workload, job satisfaction, communication on performance. This result indicates that these variables together make a significant contribution in explaining the variation or relationship with variable performance in the conducted analysis model.

Table 6. (R-squared)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.841 ^a	0.708	0.680	2.685

Based on the above output, the R-squared value for Support contracts is 0.708. This means that the simultaneous influence of variables workload, job satisfaction, and communication on performance is 70.8%. R-squared serves as an indicator of how well the regression model can explain the variation in observed data. The higher the R-squared value, the greater the percentage of variation in the dependent variable that the model can explain.

Table 7. Multiple Linear Regression Test for Production Contracts.

Variable	Sig Deviation From Linearity	Hasil Uji
Workload -> Performance	0.374	Linier
Job Satisfaction -> Performance	0.849	Linier
Communication -> Performance	0.726	Linier

Source: Results Using Statistics

4.3.3. Regression Coefficient Test (t-test)

If the significance value is > 0.05 , it can be interpreted that there is a linear relationship between the two variables being tested. Table 3 presents the results of the linearity test, indicating that the relationship is linear.

Table 8. Regression Coefficient Test (t-test).

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.268	7.979		1.412	0.168
	Workload	-0.038	0.219	-0.026	-0.173	0.864
	Job Satisfaction	-0.024	0.180	-0.030	-0.132	0.896
	Communication	0.921	0.333	0.629	2.763	0.010

a. Dependent Variable: Performance

Using the formula $t\text{-table} = t(\alpha/2; n-k-1) = t(0.05/2; 35-3-1) = t(0.025; 31) = 2.040$. Therefore:

a. Testing the first hypothesis (H1)

It is known that the Sig value for the influence of workload on performance is $0.169 > 0.05$, and the calculated t value is $-0.173 < 2.040$, so it can be concluded that H1 is rejected, meaning

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there is no influence of workload on performance.

b. Testing the second hypothesis (H2)

The Sig value for the influence of job satisfaction on performance is $-0.585 < 0.05$, and the calculated t value is $-0.132 < 2.040$. Therefore, it can be concluded that H2 is rejected, meaning that job satisfaction does not influence performance.

c. Testing the third hypothesis (H3)

The Sig value for the influence of communication on performance is $0.000 < 0.05$, and the calculated t value is $2.763 > 2.040$. Therefore, it can be concluded that H3 is accepted, meaning that communication influences performance.

4.4. Model Feasibility Test (F-test)

Table 9. Model feasibility test (F-test)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	140.872	3	46.957	6.114	.002 ^b
	Residual	238.099	31	7.681		
	Total	378.971	34			

a. Dependent Variable: Performance

b. Predictors: (Constant), Workload, Job Satisfaction, Communication.

In the context of linear regression, the formula for the F-test is $F\text{-table} = F(k:n-k) = F(3:32) = 2.90$. Therefore:

d. Testing the fourth hypothesis (H4)

The Sig value for the influence of Workload, Job Satisfaction, and Communication is $0.000 < 0.05$, and the calculated t value is $6.114 > 2.90$. Thus, it can be concluded that H4 is accepted, meaning that workload, job satisfaction, and communication influence performance.

Thus, we can conclude that the null hypothesis H0 is rejected. This means there is very strong statistical evidence supporting a significant influence from the combination of variables Workload, Job Satisfaction, and Communication on Performance. This result indicates that these variables together significantly contribute to explaining the variation or relationship with variable performance in the conducted analysis model.

Table 10. (R-squared)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610 ^a	.372	.311	2.771

Based on the above output, it is known that the R-squared value for Production contracts is 0.372. This means that the simultaneous influence of variables Workload, Job Satisfaction, and Communication on Performance is 37.2%. With a figure of 37.2%, approximately 37.2% of the variation or changes we observe in production contracts can be attributed to the combined influence of these three factors. R-squared serves as an indicator of how well the regression model can explain the variation in observed data. The higher the R-squared value, the greater the percentage of variation in the dependent variable that the model can explain.

5. Discussion

Based on the provided output, it is observed that the R-squared value for Support contracts is 0.708, while for Production contracts, it is 0.372. This indicates that the variables workload, job satisfaction, and communication collectively influence employee performance:

First, workload has a significant impact on worker performance. This indicates that the higher the workload experienced by workers, the lower their performance. Therefore, effective workload management can improve worker performance.

Second, job satisfaction also positively affects worker performance. This confirms that workers who are satisfied with their jobs tend to perform better. Therefore, creating a work environment promoting job satisfaction can enhance performance.

Third, communication also significantly impacts worker performance. Effective communication between management, workers, and colleagues can improve coordination, collaboration, and understanding, ultimately contributing to performance improvement.

Overall, these research findings underscore the importance of paying attention to factors such as workload, job satisfaction, and communication to improve the performance of support service workers at Pertamina Abab Dewa Raja Field. The company can achieve better performance and ensure long-term success by addressing and managing these factors effectively.

6. Conclusion

a. Support Contracts: There is a significant influence between the independent variables (workload, satisfaction, and communication) and the performance of support service workers (TKJP) at PT Pertamina Adera Field. Workload and communication have a significant influence on TKJP performance. Although satisfaction is also considered, its influence may not be as strong as other variables. This research provides a better understanding of the factors influencing the performance of support service workers in the context of PT Pertamina Adera Field.

b. Production Contracts: There is no significant influence between the independent variables (workload, satisfaction, and communication) and the performance of workers under production contracts at PT Pertamina Adera Field. This is due to factors related to the nature of the job and the work environment in production contracts, which make these variables not have a significant influence on performance.

The differences in results between support contracts and production contracts can be attributed to the characteristics of the job, levels of responsibility, job demands, and team dynamics inherent in both contract types. Additionally, factors such as work patterns, supervision levels, and job orientations may also influence the impact of independent variables on performance.

This research proposes several suggestions or recommendations as follows:

a. For the Company: Investing in employee development through training and skill enhancement, as well as ensuring the well-being and safety of employees in the workplace. Implementing the latest technology in oil and gas exploration, production, and resource management to improve operational efficiency and productivity.

b. For Employees: Taking initiative to continuously develop their skills and knowledge through training and additional education, in line with the needs of the oil and gas industry. Adhering

to established workplace safety procedures and actively participating in safety programs to ensure their own and their colleagues' well-being and safety. Demonstrating high commitment to their work, maintaining productivity, and collaborating with colleagues and supervisors to achieve company goals.

c. For Future Researchers: It is recommended to conduct further research to delve into complex factors or expand the scope of analysis using advanced analytical techniques to explore the more intricate relationships between the variables under study. Expanding the research sample to include more respondents and different operational locations can enhance the representation and generalization of the results. Expanding or detailing the measurement of the variables under study can provide deeper and more accurate insights into the relationships between these variables.

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