Analysis of the Influence of Job Placement, Workload, and Leadership on Employee Job Satisfaction XYZ Entity

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Info Article

Abstract

This study examines the impact of job placement, workload, and leadership on employee job satisfaction at XYZ, an Indonesian outsourcing firm. Employing a full-population survey (N = 62) of production and sales staff, it conducted correlational and multiple regression analyses validated by classical assumption tests. Results demonstrated statistically significant, moderate positive associations between job satisfaction and job placement (r = 0.481), workload (r = 0.498), and leadership (r = 0.434). The F-test indicates that all three independent variables collectively have a significant effect on job satisfaction (F = 7.599, p = 0.000). However, partial (t-test) analysis reveals that none of the variables—job placement, workload, or leadership—individually have a statistically significant effect on job satisfaction, with all p-values exceeding 0.05. The R-squared value of 0.282 indicates that 28.2% of the variation in job satisfaction can be attributed to the three independent variables. These findings advocate for integrated HR interventions harmonizing competence-based placement (tawzīf al-ʿadl), equitable task allocation (taklīf maqsūd), and values-driven leadership (qiyādah khādimah)—core tenets of Islamic management.

INTRODUCTION

Human resources (HR) is a vital component in an organization (Nicolás-Agustín et al., 2022) that has a strategic role in achieving company goals (Atmaja et al., 2022). Employee job satisfaction is a key factor that affects their productivity and loyalty to the company(Ali & Anwar, 2021). When employees are satisfied with their jobs, they tend to show more optimal performance and high levels of commitment (Nauman et al., 2021; Zhenjing et al., 2022). Appropriate job placement is critical to ensure the effectiveness and efficiency of task execution by employees (Guleria & Sood, 2023; Syafaruddin, 2024). Inappropriate placement can cause discomfort and decrease motivation, thus negatively impacting job satisfaction. Additionally, workload is a crucial factor in determining employee satisfaction levels. Excessive or unbalanced workload can cause stress and fatigue, thereby reducing job satisfaction. Another equally significant factor is the leadership style within the company. Effective leadership can create a conducive work environment and provide support to employees, thereby increasing their overall satisfaction.

From an Islamic perspective, job satisfaction transcends psychological states, constituting a spiritual obligation (ʿibādah) when work aligns with Sharīʿah principles (Putra et al., 2023; Talib et al., 2024). Proper job placement (*al-muwāzanah bayna al-kifāyah wa al-masʾūliyyah*—balancing competence and responsibility) and equitable workload distribution (*taʿdīl al-ʿamal*) embody justice (al-ʿadl), a cornerstone of Islamic leadership and employee well-being (Asfahani, 2022; Toumi & Su, 2023). Islamic leadership derives its efficacy from accountability (masʾūliyyah) before Allah,

operationalized through compassion (raḥmah) and consultative decision-making (shūrā) to cultivate satisfaction (Behravesh et al., 2021; Sodiq et al., 2024).

XYZ entity is a company operating in the human resource procurement (outsourcing) sector. Established in 1960, it has numerous branch offices across Indonesia, including in Sumatra, Bali, Nusa Tenggara, Kalimantan, Sulawesi, and Papua. The company has built a strong reputation for providing skilled professionals in fields such as marketing, frontline sales, call center operations, and advertising. XYZ entity, one of its branches, faces challenges in balancing job placement, workload, and leadership styles to enhance employee job satisfaction and support business continuity. Unfortunately, few researchers have focused on this prominent Indonesian company, particularly in terms of job satisfaction aspects. Consequently, this study aims to empirically examine the influence of job placement, workload, and leadership style on employee performance.

The first step in creating competent and professional human resources is through careful planning in selecting employees who will fill specific positions within the company. Success in the recruitment process is highly dependent on the accuracy in placing the workforce, both for new employees and those who are transferred to new positions. Job placement refers to an organization's or company's policy for placing employees according to their abilities, skills, and knowledge, adjusting to the needs of the position to create job satisfaction and improve performance (Anggraini & Tukiman, 2022). According to Hartatik (2014), job placement can be assessed through several indicators, namely Ability, Proficiency, and Expertise. In addition to the primary purpose of job placement, there are also underlying principles that guide the practice. The principles of job placement in human resource management serve as important guidelines to ensure that the employee placement process achieves its expected goals.

Meanwhile, the workload is defined as a series of tasks or activities that must be completed by individuals or work units within a specified period, which are systematically analyzed using techniques such as job analysis, workload analysis, or other managerial approaches. The purpose of this analysis is to gather information related to the efficiency and effectiveness of an organizational unit's work (Rahman et al., 2019). Ananda & Halim (2022) explained that workload refers to the estimated time required by employees to complete their work under normal working conditions. Workload often increases along with the demands of achieving tight targets.

According to Koesomowidjojo (2017), several indicators reflect the size of employee workload. These, namely work conditions, refer to how well employees understand and masterwork tasks and equipment to achieve the specified targets. Utilizing working time effectively through management by SOPs can help reduce workload. However, if SOPs are not consistently applied, available working time can be ineffective. Work targets that must be achieved: An imbalance between the time given and the volume of work targeted can increase the workload felt by employees (Fera & Pramuditha, 2021).

Leadership is the ability to maintain cooperation, build confidence, and provide support to members of the organization through actions that encourage others to act and create positive changes to achieve organizational goals (Sagala, 2018). According to Frinaldi (2023), key leadership indicators encompass six essential competencies: decision-making capability, motivational skills, practical communication abilities, supervisory capacity over subordinates, personal accountability, and emotional regulation proficiency. These dimensions collectively represent a comprehensive framework for evaluating leadership effectiveness in organizational settings, where decision-making reflects strategic competence, motivation, and communication demonstrate interpersonal skills. At the same time, supervision, accountability, and emotional control constitute fundamental managerial responsibilities.

Job satisfaction is a positive or negative emotional state experienced by employees regarding the rewards they receive, the work environment, and the relationship between leaders and coworkers. Job satisfaction reflects the extent to which the rewards of their job meet an individual's expectations. This concept is closely related to theories of justice, psychological contracts, and motivation. Seto et al. (2023) define job satisfaction as the feeling of pleasure an individual experiences when performing their job duties. Job satisfaction is a positive feeling that arises from work experiences that are perceived as meeting individual expectations. The level of job satisfaction for each individual can vary depending on the personal value system they adopt. Satisfaction will arise when what is done is considered the reason or purpose of working.

Purba et al. (2016) identify five key indicators of job satisfaction: (1) work itself, referring to the presence of intrinsically rewarding elements in one's tasks; (2) wages, concerning the perceived fairness and adequacy of compensation relative to living needs; (3) promotion opportunities, encompassing career advancement and professional growth prospects; (4) supervisory quality, involving appropriate guidance and management from leadership; and (5) coworker relationships, which pertain to positive interpersonal dynamics and collaborative support among colleagues.

METHOD

This study employs a survey research methodology, utilizing questionnaires as the primary data collection instrument for populations of varying sizes. The population in this study consisted of all employees of the XYZ entity, totaling 62 people in the production and sales sections. The sample used in this study comprised the entire population of 62 employees. The use of the entire population in this study aims to obtain more accurate and representative data. As Imamah & Setyono (2023) define, survey research involves administering questionnaires to sample populations, enabling researchers to examine relative frequencies, distributions, and interrelationships among sociological and psychological variables. The fundamental objective of this approach is to provide comprehensive descriptions of background characteristics, attributes, and typical patterns of general phenomena or case studies.

Hypothesis The hypothesis that the researcher proposes is as follows:
H1: The effect of job placement on employee job satisfaction.
H2: The effect of workload on employee job satisfaction.
H3: The effect of leadership on employee job satisfaction.

RESULTS AND DISCUSSION
RESULT

This study aims to analyze the effect of job placement, workload, and leadership on employee job satisfaction at XYZ entity. Job satisfaction is a crucial factor that can significantly impact employee productivity and performance. Therefore, it is important to understand how these factors contribute to job satisfaction. The definition of the survey method is research conducted using a questionnaire as a research tool, applied to both large and small populations. However, the data studied are from samples taken from these populations, allowing for the examination of relative incidence, distribution, and relationships between variables, as well as sociological and psychological aspects.

Table 1. Interpretation of Correlation between Job Satisfaction and Job Placement

Correlations

		Job Satisfaction	Job Placement
Job Satisfaction	Pearson Correlation	1	.481**
	Sig. (2-tailed)		.000
	N	62	62
Job Placement	Pearson Correlation	.481**	1
	Sig. (2-tailed)	.000	
	N	62	62

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Proceed (2025).

Interpretation of Correlation between Job Satisfaction and Job Placement. Based on the results of the Pearson correlation analysis, a correlation value of 0.481 was obtained between job satisfaction and job placement, with a significance level of 0.000 ($p < 0.01$). This indicates a moderate and statistically significant positive correlation between job satisfaction and job placement.

Table 2. Interpretation of the Correlation between Job Satisfaction and Workload

Correlations

		Job Satisfaction	Workload
Job Satisfaction	Pearson Correlation	1	.498**
	Sig. (2-tailed)		.000
	N	62	62
Workload	Pearson Correlation	.498**	1
	Sig. (2-tailed)	.000	
	N	62	62

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Proceed (2025).

Interpretation of the Correlation between Job Satisfaction and Workload. The results of the Pearson correlation analysis indicate a significant relationship of 0.498 between job satisfaction and workload, with a p-value of 0.000 ($p < 0.01$). This value indicates a moderate positive correlation and statistically significant relationship between the two variables. The interpretation of this positive correlation is that when perceptions of workload increase (in this context, most likely meaning perceptions of measured or appropriate workload), then levels of job satisfaction also increase. Conversely, an inappropriate workload could decrease job satisfaction, depending on the context of the workload assessment (quantitative, qualitative, or psychological). With a total of 62 respondents, these results suggest that the relationship between the two variables is strong enough to be considered in managerial decision-making or further research.

Table 3. Interpretation of Correlation between Job Satisfaction and Leadership

Correlations

		Job Satisfaction	Leadership
Job Satisfaction	Pearson Correlation	1	.434**
	Sig. (2-tailed)		.000
	N	62	62
Leadership	Pearson Correlation	.434**	1
	Sig. (2-tailed)	.000	
	N	62	62

. Correlation is significant at the 0.01 level (2-tailed).

Source: Proceed (2025).

Interpretation of Correlation between Job Satisfaction and Leadership Based on the results of Pearson correlation analysis, a correlation value of 0.434 was obtained between job satisfaction and leadership, with a significance level of 0.000 ($p < 0.01$). This indicates a moderate positive correlation and statistically significant relationship between the two variables.

This means that the better the leadership style applied by superiors or managers, the higher the level of employee job satisfaction tends to be. Conversely, an ineffective leadership style has the potential to reduce job satisfaction. With a total of 62 respondents, this result suggests that leadership is one of the key factors contributing to the level of job satisfaction within the organization. The multicollinearity test is conducted to determine whether there is a high correlation between the independent variables in the regression model. This test is performed by examining the Tolerance value and Variance Inflation Factor (VIF). A regression model is declared free from multicollinearity if the Tolerance value> 0.10 and the VIF value < 10.

Table 4. Interpretation of The Multicollinearity Test

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	15.158	3.819		3.969	.000		
	Job Placement	.288	.199	.244	1.445	.154	.436	2.296
	Workload	.282	.276	.215	1.020	.312	.279	3.579
	Leadership	.145	.183	.134	.791	.432	.434	2.306

Source: Proceed (2025).

The multicollinearity assessment, conducted through tolerance and variance inflation factor (VIF) analysis, yielded the following results: job placement demonstrated a tolerance value of 0.436 (VIF = 2.296), workload showed a tolerance value of 0.279 (VIF = 3.579), and leadership exhibited a tolerance value of 0.434 (VIF = 2.306). As all tolerance values exceeded the 0.10 threshold and VIF

values remained below the critical value of 10, it can be conclusively determined that the absence of multicollinearity exists among the independent variables in this regression model. These diagnostic results confirm the model's appropriateness for subsequent statistical analysis.

The classical assumption test is conducted to ensure that the regression model meets certain conditions, allowing the analysis results to be interpreted validly. One of the assumptions tested is homoscedasticity, a condition in which the variance of the residuals (prediction errors) remains constant at all levels of prediction.
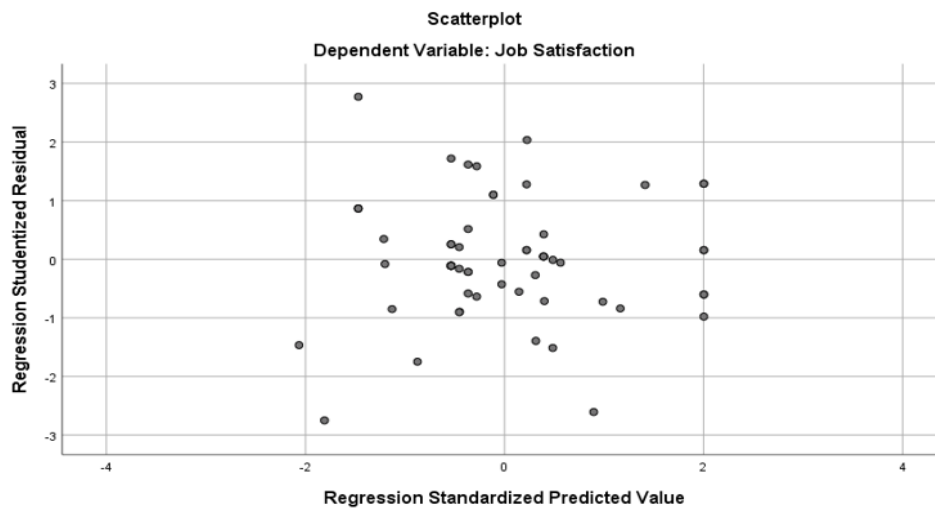

Figure 1. The Classical Assumption Test
Source: Proceed (2025).

The scatterplot image illustrates the relationship between the Regression Standardised Predicted Value on the X-axis and the Regression Studentised Residual on the Y-axis. The scatterplot analysis reveals two key characteristics of the residual distribution: First, the data points demonstrate random dispersion around the zero baseline, suggesting homoscedasticity. Second, visual inspection reveals no systematic patterns in the residuals, specifically no evidence of curvilinear, conical, or funnel-shaped distributions that would indicate heteroscedasticity or model misspecification. This dispersion pattern indicates that there is no heteroscedasticity problem in the regression model. Thus, the assumption of homoscedasticity is concluded, and the regression model is suitable for further analysis.

Table 5. The Model Summary output

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.531[a]	.282	.245	2.76176

a. Predictors: (Constant), Leadership, Job Placement, Workload

b. Dependent Variable: Job Satisfaction

Source: Proceed (2025).

Based on the Model Summary output, an R-value of 0.531 is obtained, indicating a reasonably strong relationship between the independent variables (Leadership, Job Placement, and Workload) and the dependent variable, namely Job Satisfaction. The R-squared value of 0.282 indicates that 28.2% of the variation in changes in job satisfaction can be explained by the three independent variables in the model: leadership, job placement, and workload. Meanwhile, the remaining 71.8% is attributed to factors outside the scope of the model studied. The Adjusted R-Square value of 0.245 is the R-Square value that has been adjusted for the number of independent variables in the model. This value indicates that after adjustment, 24.5% of the variation in job satisfaction can still be explained by the independent variables in the model. Meanwhile, the Standard Error of the Estimate value of 2.76176 indicates the amount of standard error in predicting the value of the dependent variable. The smaller this value, the better the model is in predicting the value of job satisfaction.

The analysis of variance (ANOVA) test, specifically the F-test, was employed to evaluate the overall significance of the regression model, determining whether the independent variables collectively exerted a significant effect on the dependent variable. As presented in Table 5, the results indicate an F-statistic of 7.599 with an associated significance level of $p < 0.001$. This statistically significant finding ($p < 0.05$) demonstrates that the regression model, incorporating leadership, job placement, and workload as predictors, explains a significant portion of the variation in job satisfaction. The collective influence of these three independent variables on job satisfaction was found to be statistically significant, confirming the model's validity for subsequent analytical applications.

Table 6. The ANOVA Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	173.889	3	57.963	7.599	.000[b]
	Residual	442.385	58	7.627		
	Total	616.274	61			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Leadership, Job Placement, Workload

Source: Proceed (2025).

The partial effects of independent variables on job satisfaction were examined using t-tests, with results presented in Table 6. For job placement, the analysis yielded $t(1) = 1.445$ ($p = 0.154$), indicating no statistically significant influence. Similarly, workload showed non-significant effects ($t(1) = 1.020$, $p = 0.312$), as did leadership ($t(1) = 0.791$, $p = 0.432$), with all p-values exceeding the conventional $\alpha = 0.05$ threshold.

Table 7. Partial Significance Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.158	3.819		3.969	.000
	Job Placement	.288	.199	.244	1.445	.154
	Workload	.282	.276	.215	1.020	.312
	Leadership	.145	.183	.134	.791	.432

a. Dependent Variable: Job Satisfaction

Source: Proceed (2025).

These results collectively demonstrate that none of the predictors—job placement, workload, or leadership—exert statistically significant individual effects on job satisfaction in this model.

DISCUSSION

The results of this study indicate a significant relationship between job placement, workload, and leadership on employee job satisfaction simultaneously, but not partially. Based on Pearson correlation analysis, the three independent variables—job placement ($r = 0.481$), workload ($r = 0.498$), and leadership ($r = 0.434$) — had a moderate and statistically significant positive relationship with job satisfaction ($p < 0.01$). This indicates that, in general, the better the job placement, workload management, and leadership style are applied, the higher the level of employee job satisfaction tends to be.

However, the results of the t-test (partial test) revealed that none of the three independent variables had a significant effect on job satisfaction individually. The significance values of job placement ($p = 0.154$), workload ($p = 0.312$), and leadership ($p = 0.432$) were all above the 0.05 significance threshold. This suggests that, although a positive correlation exists, neither variable is strong enough to influence job satisfaction significantly. In contrast, the F (simultaneous) test results show that the three variables together have a significant effect on job satisfaction (F count = 7.599, $p = 0.000 < 0.05$). This indicates that when the three factors are considered collectively in the regression model, they collectively make a meaningful contribution to job satisfaction.

The coefficient of determination (R Square) of 0.282 indicates that 28.2% of the variation in job satisfaction can be explained by job placement, workload, and leadership. In comparison, the remaining 71.8% is influenced by other factors not examined in this model. This suggests that although these three variables are important, there are still many other factors that contribute to job satisfaction, such as compensation, work environment, organizational culture, and career development. Furthermore, the classical assumption test results reinforce the validity of the regression model used. No multicollinearity problem was found because the Tolerance value was > 0.10 and VIF < 10 for all variables, and the assumption of homoscedasticity was fulfilled based on the random scatterplot pattern and did not form a specific pattern.

Overall, this study provides important implications for the management of XYZ entity. Although no single variable has a significant effect on job satisfaction, the three factors must still be considered in an integrated manner because they are simultaneously proven to have an influence. Management needs to adopt a holistic approach to improving employee job satisfaction by refining

the job placement system by individual competencies, balancing workloads, and applying participative and communicative leadership styles.

CONCLUSION

This study investigated the effects of job placement, workload, and leadership on employee job satisfaction at XYZ entity. The data analysis yielded several key findings: First, the bivariate analysis revealed moderate yet statistically significant positive correlations between all three independent variables (job placement, workload, and leadership) and job satisfaction, suggesting their potential as leverage points for improving employee satisfaction. However, partial regression analysis demonstrated that none of these variables individually exerted significant influence (t-test p-values > 0.05 for all predictors). In contrast, the omnibus F-test confirmed the collective significance of these factors (p = 0.000), indicating synergistic effects when they operate in concert. The regression model explained 28.2% of the variance in job satisfaction ($R^2 = 0.282$), indicating that 71.8% of the variance is attributed to unexamined factors. These results suggest a comprehensive managerial approach: rather than optimizing job placement, workload, or leadership in isolation, organizations should implement integrated interventions that address all three dimensions simultaneously to enhance job satisfaction meaningfully. The findings highlight the necessity of holistic management strategies grounded in Islamic values—including equitable job placement (tawzīf al-'adl), reasonable workload allocation (taklīf maqsūd), and servant leadership (qiyādah khādimah)—to foster job satisfaction as an expression of divine trust (amānah) in human resource practices. Future research should examine how Islamic ethical principles, such as sincerity (ikhlāṣ) and collective consultation (shūrā), may further optimize these variables.

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