

The Effect of Workload and Employee Engagement on Employee Job Satisfaction at Bun Kopi in Bandar Lampung

¹Hendri Dunan, ²Husna Syarofa

^{1,2}Fakultas Ekonomi dan Bisnis, Universitas Bandar Lampung, Indonesia

*Email: hendri.dunan@ubl.ac.id

ARTICLE INFO

Keywords:

Workload,
Employee
Engagement,
Job Satisfaction

ABSTRACT

PURPOSE - This study aims to analyze the effect of workload and employee involvement on job satisfaction at BUN Kopi Bandar Lampung, focusing on how internal work conditions influence employee attitudes and well-being.

METHODOLOGY - Population study This consists of from all over BUN Kopi Bandar Lampung workers (24 hours) spread across three outlets: BUN Kopi Kedaton, BUN Kopi Rawa Laut, and BUN Kopi UNILA, with a total of 64 employees. Approach taking samples used is saturation sample (census), which means all over population used as respondents. Package for the Social Sciences (SPSS) software version 30. Descriptive tests, multiple linear regression, and statistical tests hypothesis partial and simultaneous included among approach analysis of the data used.

FINDING - Findings show that burden work no own impact substantial to satisfaction work employees. Meanwhile that, involvement employee proven own beneficial and sufficient impact big to satisfaction Work employees. At BUN Kopi in Bandar Lampung, satisfaction work employee influenced in a way positive and significant by load work and involvement employees. Findings this show that involvement employee with work and business important in increase satisfaction work, so that management need emphasize management source power man.

Received 28 January 2026; Received in revised from 23 May 2026; Accepted 28 May 2026

ECOBISMA (Jurnal Ekonomi, Bisnis dan Manajemen) Volume 13 No. 2 (2026)

©2026 The Author (s). Published by LPPM Universitas Labuhanbatu

Available online 26 June 2026

DOI: <https://doi.org/10.36987/ecobi.v%vi%i.8855>

INTRODUCTION

Employee job satisfaction can be affected by their workload. Workload is the amount of work or tasks an employee must complete within a given time period based on their talents and competencies (Sumiyati et al., 2021). Excessive workload can cause physical and emotional stress, such as fatigue, tension, and decreased motivation, resulting in lower job satisfaction. Conversely, a workload that matches an employee's talents and abilities will create a balance between job demands and individual resources, enabling people to work comfortably and effectively (Sumiyati et al., 2021). Consequently, companies must ensure that tasks and responsibilities are distributed proportionally so that employees feel valued, can manage their

work successfully, and are satisfied with their jobs.

Several previous studies have found that workload has a significant impact on employee job satisfaction, but the results and context of these studies reveal a gap that needs to be filled. Widiatoro & Lumban Gaol (2024) found that workload has a significant positive effect on employee job satisfaction at the Secretariat of the Directorate General of Land Transportation, while Rizki et al. (2022) finding a negative relationship between workload and job satisfaction at the Kawal Community Health Center in Bintan Regency, with high workload actually decreasing employee job satisfaction. These mixed findings suggest that the impact of workload on job satisfaction varies depending on the organizational context, type of job, and work environment.

Employee engagement refers to employees' emotional attachment, dedication, and passion for their work and the organization they work for Rahman et al. (2021). Employees with high levels of engagement tend to feel proud, enthusiastic, and dedicated to the business, leading to higher job satisfaction. Employee engagement fosters a sense of belonging and emotional participation in the company, which increases motivation and productivity (Nurnida et al., 2020). Conversely, low levels of engagement can result in burnout, tension, and job dissatisfaction. Consequently, efforts to improve job satisfaction should focus not only on workload management but also on increasing engagement through effective communication, recognition, and creating a work environment that fosters employee growth and well-being (Agwu & Nwoke, 2019).

Several previous studies, including those conducted by Kurniawan & Kusumawardani (2024) and Badrianto & Maryadi (2023), found that employee engagement has a positive influence on employee job satisfaction, with employees' emotional attachment and commitment to the organization increasing their job satisfaction. However, these studies Atthohiri & Wijayati (2021) found that the effect of employee engagement on job satisfaction was beneficial but not substantial, as the relationship was fully mediated by work-life balance. The variation in these research findings suggests a research gap in understanding the strength and process of employee engagement's influence on job satisfaction, which may vary based on organizational characteristics, work environment conditions, and other mediating variables. Consequently, further research is needed to determine the extent to which employee engagement directly increases job satisfaction, particularly in various organizational contexts such as the service sector or creative industries.

BUN Kopi Bandar Lampung is a business operating in the Food and Beverage (F&B) sector, which is currently growing rapidly and has quite complex work dynamics. The F&B industry is known for its high level of mobility and work pressure, demanding fast service, consistent product quality, and the ability to interact directly with customers. In this context, two important factors that can influence employee job satisfaction at BUN Kopi are workload and employee engagement. A high workload can lead to physical and mental fatigue if not balanced with good support and management, while strong employee engagement can foster a sense of belonging, enthusiasm, and commitment to work.

Employee job satisfaction at BUN Kopi Bandar Lampung reflects the extent to which employees feel comfortable, valued, and achieve a balance between job demands and the applicable reward system. In the F&B industry, job satisfaction is a crucial element because employees play a direct role in shaping service quality and customer experience. Satisfied employees generally demonstrate a friendly, enthusiastic, and loyal attitude towards the company, thus contributing to smooth operations and business sustainability.

Based on interviews with management and several employees, motivation and work enthusiasm are significantly influenced by a comfortable work environment, reward systems, and relationships between employees and superiors. When these factors are in place, employees demonstrate positive work behaviors, such as disciplined attendance, enthusiasm, and a strong sense of responsibility. However, under certain conditions, such as increased work demands on weekends or suboptimal internal communication, employees can experience burnout or a decrease in motivation. These findings indicate that job satisfaction is a crucial factor to maintain stable employee performance and commitment.

The workload phenomenon at BUN Kopi is evident in the operational targets and standards employees must meet, such as punctuality requirements, uniform compliance, and regular contributions to digital promotional content creation. Furthermore, operational activity tends to increase on weekends and peak periods, requiring greater physical and mental preparedness. This situation indicates that workload management still requires adjustments to maintain balance with employee capacity and the company's operational dynamics.

On the other hand, the level of employee engagement at BUN Kopi is reflected through the implementation of various forms of rewards aimed at increasing employee motivation and commitment. The company provides bonuses for promotional content that achieves high performance and special recognition for employees who demonstrate discipline, including never being late. These efforts help foster a sense of belonging and maintain employee stability. However, in certain situations, some employees still require strengthened internal communication and more optimal work support, especially when work intensity increases. This is a crucial aspect to ensure consistent employee engagement.

The novelty of this research is that it examines the influence of workload and employee engagement in a more specific context at BUN Kopi Bandar Lampung, which does not only apply task operational standards, but also set digital marketing targets through obligation manufacturing content. Workload double like This Not yet Lots discussed in study previously, so that give room for study new for analyze how combination Job demands and digital demands influence satisfaction Work employee.

Besides, not yet Lots research that is simultaneous test influence burden work and employee engagement to satisfaction Work in context unique work such as BUN Kopi Bandar Lampung, so this research is expected to be able to provide new understanding regarding how the characteristics of modern workloads and employee engagement in the F&B industry affect job satisfaction, thus producing more relevant theoretical and practical contributions for further research and for company management.

LITERATURE REVIEW

Herzberg's Two-Factor Theory

Herzberg's Two Factor Theory put forward by Frederick Herzberg (1959) explains that satisfaction and dissatisfaction work influenced by two groups different factors, namely motivating factors and factors hygienic. Motivating factors related to with content job content, such as achievement, recognition, responsibility answer, work that alone, and opportunity development, which plays a role in increase motivation intrinsic and satisfaction Work employees. Meanwhile that, factor hygienic related with context job context, such as policy company, supervision, relationship work, conditions work, and compensation, which function For prevent emergence dissatisfaction work. Herzberg emphasized that satisfaction and dissatisfaction not two poles from one the same dimensions, so that disappearance

dissatisfaction no in a way automatic create satisfaction. In the context of study this, the burden Work can viewed as factor potential hygienic cause dissatisfaction if no managed with good, whereas employee engagement reflect motivating factors that are capable increase satisfaction work through involvement emotional, sense of responsibility answer, and meaning in work.

Teori Job Demands-Resources (JD-R)

The Job Demands-Resources (JD-R) theory developed by Demerouti et al. (2001) states that that well-being and satisfaction Work employee influenced by balance between demands job demands and resources power job resources. Job demands include aspect physical, psychological, social, or organizations in need effort sustainable, such as burden Work high pressure time, and demands emotional, which when excessive can cause stress and reduce satisfaction work. In contrast, job resources include support social, autonomy, opportunity development, and feedback, which works help employee reach objective work, reduce impact demands work, and increase motivation and employee engagement. The JD-R model explains two main processes, namely the burnout process consequence demands high levels of work and emerging motivation processes from availability source power work. Therefore that, theory this relevant in explain that management burden balanced work and provision source adequate power can increase attachment employee as well as satisfaction Work in a way sustainable.

Employee Job Satisfaction

Employee job satisfaction refers to an employee's positive feelings or attitudes toward their job. This satisfaction indicates how well an employee's needs, aspirations, and desires are met at work (Dunan & Paolo, 2025). Employees who are happy with their jobs tend to be highly motivated, enthusiastic, and loyal to the organization. Conversely, low job satisfaction can lead to dissatisfaction, stress, and poor performance (Pratama & Dunan, 2025). Hasibuan (2020) defines job satisfaction as a pleasant or positive emotional state caused by an individual's evaluation of their job. Pay, relationships with coworkers, opportunities for personal growth, the work environment, and recognition for success are all factors that can be considered in this assessment. Job satisfaction not only affects employee well-being, but also the company's overall productivity and performance (Arif et al., 2020).

Workload

Workload is an important concept in human resource management that refers to the quantity of activities, responsibilities, and work expectations that employees must perform within a given time period (Adhistry et al., 2022). Workload refers to various factors, including the complexity and intensity of the work, as well as the duration or time required to perform the activities. Workload management can help employees work more effectively and productively while keeping job expectations in line with their talents (Stefanya & Winarto, 2025). According to Robbins & Judge (2018), workload refers to the total number of tasks, activities, and demands that a person must face while performing their job. Excessive workload can lead to stress, fatigue, and decreased motivation, while excessive workload can lead to boredom and job dissatisfaction. To ensure optimal performance, companies must maintain a balance between work requirements and staff capabilities (Astuti et al., 2022).

Employee Engagement

According to Robbins & Judge (2018) employee engagement or attachment employee is to what extent the individual feel involved in a way deep with his job, has strong commitment to organization, as well as show enthusiasm tall in carry out his duties. Employees who have level engagement tall no only Work For fulfil formal obligations, but also channel energy, time, and attention extra For reach results best for organization. They feel that work done own

meaning and relevance to objective personal and objective company. Employee engagement is a concept that describes the emotional connection, passion, and enthusiasm of employees toward their work and the company they work for. Highly engaged employees are more productive and make significant contributions to achieving company goals (Baharsyah & Nugrohoseno, 2021).

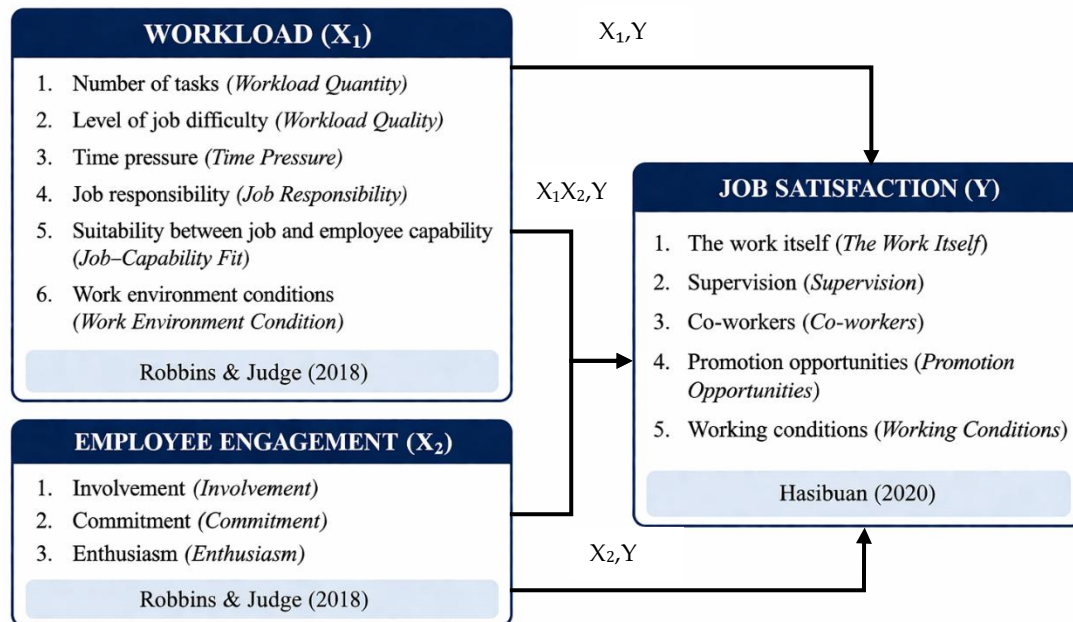


Figure 1. Conceptual Framework

METHODOLOGY

This study uses a quantitative approach with a causal associative technique to investigate the impact of workload and employee engagement on job satisfaction among BUN Kopi employees in Bandar Lampung. The study population consisted of all BUN Kopi personnel who work 24 hours a day in three locations: BUN Kopi Kedaton, Rawa Laut, and UNILA, with a total of 64 people, all of whom were sampled using a saturated sampling approach (census). Data were collected through a Likert-based closed questionnaire distributed online using Google Forms, as well as observation, interviews, documentation, and literature searches. To obtain objective, measurable, and scientifically accountable research results, the data were analyzed with SPSS version 30 using validity and reliability tests, multiple linear regression analysis, coefficient of determination tests, and partial (t-test) and simultaneous (F-test) hypothesis tests.

RESULTS AND DISCUSSION

Validity Test

The validity test was conducted to determine whether each questionnaire item was capable of measuring the research variables accurately. An item is considered valid when the value of r-count is greater than the r-table value (0.2461).

Table 1. Validity Test Results

Q	r-count X1	r-count X2	r-count Y	r-table	Condition	Conclusion
1	0.675	0.528	0.627	0.2461	r-count > r-table	Valid
2	0.538	0.650	0.660	0.2461	r-count > r-table	Valid
3	0.703	0.669	0.733	0.2461	r-count > r-table	Valid
4	0.750	0.703	0.604	0.2461	r-count > r-table	Valid
5	0.715	0.635	0.602	0.2461	r-count > r-table	Valid
6	0.774	0.595	0.632	0.2461	r-count > r-table	Valid
7	0.590	0.753	0.573	0.2461	r-count > r-table	Valid
8	0.659	0.712	0.667	0.2461	r-count > r-table	Valid
9	0.755	0.723	0.635	0.2461	r-count > r-table	Valid
10	0.529	0.700	0.669	0.2461	r-count > r-table	Valid

Source : Processed data, 2025

Based on the test results, all questionnaire items for variables X1 (Workload), X2 (Employee Engagement), and Y (Job Satisfaction) have r-count values higher than the r-table value. Therefore, all questionnaire items are declared valid and can be used for further analysis.

Reliability Test

The reliability test was conducted to measure the consistency and stability of the research instrument. A variable is considered reliable if the Cronbach's Alpha value is greater than 0.60.

Table 2. Reliability Test Results

No	Variable	Cronbach's Alpha	Alpha Coefficient	Conclusion
1	Workload	0.862	0.60	Reliable
2	Employee Engagement	0.861	0.60	Reliable
3	Job Satisfaction	0.840	0.60	Reliable

Source : Processed data, 2025

Based on the test results, the variables of Workload, Employee Engagement, and Job Satisfaction have Cronbach's Alpha values above 0.60. Therefore, all variables are categorized as reliable, indicating that the questionnaire instrument is consistent and dependable for data collection in this study.

Descriptive Test

Descriptive test done for give description general about trend answer respondents against each variable research, namely Workload, Employee Engagement, and Job Satisfaction. Analysis this aim for know level perception respondents based on average score and percentage obtained from results questionnaire data processing. Descriptive test results served in form recapitulation of average scores, percentages, and criteria assessment on the table following.

Table 2. Summary of Average Scores and Research Variable Criteria

No	Variables Study	Average Real Score	Maximum Score	Average Percentage (%)	Criteria
1	Workload (X1)	282.3	320	88.22%	Strongly agree
2	Employee Engagement (X2)	284.0	320	88.75%	Strongly agree
3	Satisfaction Work (Y)	284.9	320	89.03%	Strongly agree

Source : Processed data, 2025

Based on Table 2, it can be seen that all research variables are in the strongly agree category with an average percentage above 88%. The job satisfaction variable (Y) has the highest average percentage of 89.03%, followed by employee engagement (X2) at 88.75% and workload (X1) at 88.22%. These results indicate that BUN Kopi employees have a very good perception of workload conditions, level of work engagement, and overall job satisfaction.

Multiple Linear Regression Analysis

Based on the results of the multiple linear regression test:

Table 3. Multiple Linear Test Results

Variables	B	Std. Error	Beta
Constant	8,866	3,450	-
Workload (X ₁)	0.139	0.145	0.139
Employee Engagement (X ₂)	0.665	0.141	0.684

Source: Data Processed with SPSS 27, 2025.

Based on the results of the multiple linear regression test in Table 3, the regression equation $Y = 8.866 + 0.139X_1 + 0.665X_2$ was obtained, which indicates that the direction of the positive influence on job satisfaction of BUN Kopi employees is given by workload (X₁) and employee engagement (X₂). However, the contribution of workload to job satisfaction is considered relatively small and not statistically significant, as reflected in the beta coefficient value of 0.139 with a significance level of 0.339 (> 0.05). In contrast, the most dominant influence on job satisfaction is shown by employee engagement, with a standardized beta coefficient value of 0.665 and a significance level of 0.000 (< 0.05), so that the increase in job satisfaction is mainly influenced by the level of employee engagement, commitment, and enthusiasm in working. Thus, it can be concluded that the variation in job satisfaction of BUN Kopi employees is explained more by employee engagement, while the role of workload is relatively weaker.

Coefficient of Determination Test

Base results of the determination coefficient test

Table 4. Results of the Determination Coefficient Test

R	R Square	Adjusted R Square	Standard Error of the Estimate
0.806	0.649	0.638	2,071

Source: Data Processed with SPSS 27, 2025.

Based on Table 4, the correlation coefficient (R) value of 0.806 was obtained, which indicates that a strong relationship between the variables of workload and employee engagement on job satisfaction of BUN Kopi employees has been identified. The coefficient of determination (R Square) value of 0.649 or 64.9% indicates that the variation in changes in employee job satisfaction of 64.9% can be explained simultaneously by workload and employee engagement. Meanwhile, the remaining 35.1% is explained by other factors outside this research model, such as the work environment, work motivation, compensation, leadership, and other individual factors. Thus, it can be concluded that the regression model used has strong explanatory power in explaining job satisfaction of BUN Kopi employees.

t-test and F-test

The results of the hypothesis testing, partial testing (t-test) shows that:

Table 5. Results of Partial Hypothesis Testing (t-Test)

Hypothesis	Influence	Test Statistics	Calculated Value	Table Values	Sig.	Decision
H ₁	X ₁ → Y	t-test	0.964	1,998	0.339	Rejected
H ₂	X ₂ → Y	t-test	4,728	1,998	0.000	Accepted
H ₃	X ₁ & X ₂ → Y	F test	56,457	3,148	0.000	Accepted

Source: Data Processed with SPSS 27, 2025

Based on Table 5, the results of the hypothesis testing, partial testing (t-test) shows that the effect of workload on job satisfaction, or Hypothesis H₁, is rejected because the significance value of 0.339 is greater than 0.05 and the calculated t-value of 0.964 is smaller than the t-table value of 1.998. This indicates that employee job satisfaction is not greatly influenced by workload. In addition, because the calculated t-value of 4.728 is higher than the t-table value of 1.998 with a significance value of 0.000, which is less than 0.05, it can be accepted that employee engagement has a positive and significant influence on job satisfaction. With a calculated F-value of 56.457, which is higher than the F-table value of 3.148, and a significance value of 0.000 < 0.05, the results of the simultaneous testing (F-test) indicate that Hypothesis H₃ is accepted. This indicates that workload and employee engagement together have a significant impact on employee job satisfaction. These results indicate that although workload does not have a partial effect, employee engagement and workload together still make a significant contribution in explaining differences in employee job satisfaction.

Discussion

Workload has no significant effect on Job Satisfaction

Based on the results of the partial hypothesis test (t-test), the workload variable did not significantly impact BUN Kopi employee job satisfaction. This is indicated by a significance level greater than 0.05, which rejects the hypothesis that busyness impacts job satisfaction. This study indicates that the level of effort experienced by employees does not directly correlate with their level of job satisfaction. The effect of negligible workload on job satisfaction indicates that BUN Kopi employees can adapt to current job demands. Workload is viewed as part of their job duties and commensurate with their abilities. Furthermore, other characteristics such as strong working relationships, a pleasant work environment, and high employee engagement are considered to have a greater impact on job satisfaction than workload. Research result This in line with Herzberg's Two Factor Theory, which states that satisfaction work influenced by

motivator factors (achievement, recognition, responsibility), whereas factor hygienic like condition work and load Work more play a role in prevent dissatisfaction. In the context of this, the burden work functioning as factor hygienic when managed with good no cause dissatisfaction, but also not enough strong for increase satisfaction work BUN Coffee employees in general significant. According to the Job Demands – Resources (JD-R) Theory, the workload work including in potential job demands cause stress if no balanced with source power adequate work. However, if employee own sufficient job resources, such as support superiors, colleagues work, and involvement high work, then impact negative burden Work can minimized. Findings study this show that BUN Coffee employees are likely own source power adequate work, so that burden work no impact significant to satisfaction work. Research result This in line with a number of study the previous one who discovered that burden work no always influential significant to satisfaction work, such as study Janib et al. (2022) and Cayupe et al. (2023) that shows that influence burden work to satisfaction work really depends on factors supporters like environment work and resources power psychological. In addition, the findings This is also supported by research Setiawan & Dunan (2024) as well as Eriza & Alam (2024) who found that variables certain can no influential significant to satisfaction work when other factors more dominant. With thus, the results study this enrich literature with show that in context BUN Kopi employees, satisfaction Work more determined by non- load factors work, especially involvement employee.

Employee Engagement has a positive and significant effect on Job Satisfaction

Based on hypothesis test results in a way partial (t-test), known that Employee Engagement influential positive and significant to Job Satisfaction. This is indicated by the value greater significance small from 0.05 and mark coefficient regression positive, which indicates that hypothesis study accepted. Findings this show that the more tall level involvement employee in his work, then the more high level satisfaction perceived work. Influence positive Employee Engagement to Satisfaction Work show that involvement emotional, cognitive, and behavioral employee own role important in form feeling satisfied to work. Employees who feel involved will show enthusiasm, dedication, and a sense of belonging to organization, so that work No only viewed as obligation, but also as part from achievement personal. Condition this push emergence feeling proud, comfortable, and satisfied in operate work daily. Research result This in line with Herzberg's Two Factor Theory, which states that satisfaction Work especially influenced by motivating factors such as achievement, recognition, responsibility responsibility, and development self. Employee engagement reflect existence these motivating factors, because employees involved in a way active tend feel appreciated, have chance grow, and get meaning from his job. Therefore that, the more tall employee engagement, increasingly high satisfaction Work employee. According to the Job demands – Resources (JD-R) Theory, employee engagement is results from availability adequate job resources, such as support superiors, relationships positive work and opportunities development. Job resources the functioning increase motivation work and reduce impact negative demands work. Findings study this support JD-R theory, where the level of high employee engagement capable increase satisfaction work because employee feel supported, appreciated, and capable manage demands work in a way effective. Research result This in line with and reinforced by various study previously, such as study Kurniawan & Kusumawardani (2024), Budilestari et al. (2024), as well as Paramarta & Darmayanti (2020) that state that employee engagement has an impact positive and significant to satisfaction work. Findings similar was also stated by Karo & Daulay (2025) as well as Ge et al. (2021) which shows that

involvement high work increase satisfaction work and welfare individual. Consistency results this confirm that employee engagement is factor key in increase satisfaction work in various context organization.

Workload and Employee Engagement together have a significant effect on Job Satisfaction

Based on the results of the simultaneous test (F Test), it is known that Workload and Employee Engagement together have a significant effect on job satisfaction. This is indicated by the calculated F value which is greater than the F table and the significance value is smaller than 0.05. Thus, the hypothesis stating that Workload and Employee Engagement simultaneously affect Job Satisfaction is declared accepted. These results indicate that Job Satisfaction is not only influenced by one factor separately, but by a combination of working conditions and the level of employee engagement. Conceptually, workload and employee engagement complement each other in influencing job satisfaction. A workload that is appropriate to an employee's capacity will create a comfortable working environment and avoid excessive stress, while employee engagement encourages emotional involvement and intrinsic motivation. When workload is well managed and balanced with high levels of engagement, employees tend to experience higher job satisfaction because they are able to complete tasks effectively while feeling valued and involved in the organization. The results of this study align with Herzberg's Two-Factor Theory, which distinguishes between hygiene factors and motivating factors in influencing job satisfaction. Workload can be categorized as a hygiene factor, as inappropriate workload management can lead to dissatisfaction. Meanwhile, employee engagement is related to motivating factors such as achievement, responsibility, and self-development. The combination of fulfilling hygiene factors and motivating factors will result in a more optimal level of job satisfaction, as demonstrated in the results of this study. Job Demands -Resources (JD-R) Theory, job satisfaction is influenced by the balance between job demands and job resources. Workload is part of job demands, while employee engagement reflects the presence of adequate job resources. The results of this study support the JD-R theory, where a manageable workload and high levels of job engagement can improve employee psychological well-being and job satisfaction. In other words, strong job resources can balance work demands and produce positive work outcomes. The findings of this study are in line with and reinforced by various previous studies, such as research Kurniawan & Kusumawardani (2024) as well as Budilestari et al. (2024) which states that workload and employee engagement simultaneously have a significant effect on job satisfaction. Similar results were also found by Astuti et al. (2022) and, Karo & Daulay (2025) which show that the combination of job demands and job engagement factors contributes significantly to employee job satisfaction.

CONCLUSION

Based on the research results and discussion, it can be concluded that workload partially does not have a significant effect on job satisfaction of BUN Kopi employees in Bandar Lampung, while employee engagement is proven to have a positive and significant effect on job satisfaction. In addition, simultaneously, workload and employee engagement together have a positive and significant effect on employee job satisfaction, which indicates that the level of employee engagement has a dominant role in increasing job satisfaction, while workload functions as a supporting factor in creating optimal working conditions. Based on these findings, BUN Kopi management is advised to maintain a balanced and proportional workload arrangement according to employee capacity through a clear division of tasks and adjustment of workforce during peak hours, as well as to focus more efforts on improving employee engagement by creating a conducive work environment, providing appreciation for employee

contributions, involving employees in operational activities, and providing opportunities for skill development. In addition, improving overall job satisfaction can be supported by providing adequate work facilities, open communication, harmonious working relationships, and an objective and transparent performance evaluation system.

REFERENCES

- Adhistry, S. P., Fauzi, A., Simorangkir, A., Dwiyantri, F., Patricia, H. C., & Madani, V. K. (2022). Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan: Stress Kerja, Beban Kerja Dan Lingkungan Kerja (Literature Review Msdm). *Jmpis : Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 4(1).
- Agwu, E., & Nwoke, N. I. (2019). Effect Of Recruitment And Selection On Employee Retention: Mediating Factor Of Employee Engagement Evaluated By A Double Blind Review System. *European Journal Of Applied Business Management*, 5(4), 17-29.
- Arif, M., Firdaus, M. A., & Rinda, R. T. (2020). Pengaruh Quality Of Work Life Dan Kepuasan Kerja Terhadap Kinerja Karyawan. *Manager : Jurnal Ilmu Manajemen*, 3(3), 445. <https://doi.org/10.32832/Manager.V3i3.3913>
- Astuti, R. D., Herawati, J., & Septyarini, E. (2022). Pengaruh Beban Kerja, Stres Kerja, Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan. *Reslaj : Religion Education Social Laa Roiba Journal*, 4(4), 1119-1136. <https://doi.org/10.47467/Reslaj.V4i4.1065>
- Atthohiri, N. A., & Wijayati, D. T. (2021). Pengaruh Employee Engagement Terhadap Kepuasan Kerja Dengan Work Life Balance Sebagai Variabel Intervening. *Jurnal Ilmu Manajemen*, 9(3), 1092-1100. <https://doi.org/10.26740/Jim.V9n3.P1092-1100>
- Badrianto, Y., & Maryadi, A. (2023). Seiko : Journal Of Management & Business Pengaruh Employee Engagement Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Seiko : Journal Of Management & Business*, 6(2), 498-505.
- Budilestari, I., B. Setiadi, P., & Dwi, F. (2024). Pengaruh Budaya Organisasi, Beban Kerja Dan Employee Engagement Terhadap Kepuasan Kerja Pada Inspektorat Provinsi Jawa Timur. *Cakrawala Repositori Imwi*, 7(1), 3215-3230. <https://doi.org/10.52851/Cakrawala.V7i1.617>
- Cayupe, J. C., Bernedo-Moreira, D. H., Morales-García, W. C., Alcaraz, F. L., Peña, K. B. C., Saintila, J., & Flores-Paredes, A. (2023). Self-Efficacy, Organizational Commitment, Workload As Predictors Of Life Satisfaction In Elementary School Teachers: The Mediating Role Of Job Satisfaction. *Frontiers In Psychology*, 14. <https://doi.org/10.3389/fpsyg.2023.1066321>
- Dunan, H., & Paolo, C. C. (2025). Pengaruh Work Life Balance Dan Work Engagement Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Karyawan. *Media Mahardhika*, 23(3), 417-427. <https://doi.org/10.29062/Mahardhika.V23i3.1259>
- Eriza, S. J., & Alam, I. A. (2024). The Influence Of The Work Environment, Work Motivation, And Work Discipline On Employee Job Satisfaction At Pt. Pln Up3 Tanjung Karang Indonesia. *International Journal Of Accounting, Management, Economics And Social Sciences (Ijamesc)*, 2(2), 464-476. <https://doi.org/10.61990/Ijamesc.V2i2.207>
- Ge, J., He, J., Liu, Y., Zhang, J., Pan, J., Zhang, X., & Liu, D. (2021). Effects Of Effort-Reward Imbalance, Job Satisfaction, And Work Engagement On Self-Rated Health Among Healthcare Workers. *Bmc Public Health*, 21(1), 195. <https://doi.org/10.1186/S12889-021-10233-W>
- Hasibuan, M. (2020). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Janib, J., Rasdi, R. M., & Zaremohzzabieh, Z. (2022). The Influence Of Career Commitment And Workload On Academics' Job Satisfaction: The Moderating Role Of A Supportive Environment. *International Journal Of Learning, Teaching And Educational Research*, 21(1), 1-17. <https://doi.org/10.26803/Ijleter.21.1.1>
- Karo, F. K., & Daulay, M. T. (2025). The Influence Of Workload, Job Involvement, And Work Environment On Employee Job Satisfaction At The Department Of Transportation,

- Binjai City. [Http://Journal.AI-Matani.Com/Index.Php/Invest/Index](http://Journal.AI-Matani.Com/Index.Php/Invest/Index)
- Kurniawan, B. W., & Kusumawardani, M. R. (2024). Pengaruh Employee Engagement, Beban Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Moderasi. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 10(1).
- Paramarta, W. A., & Darmayanti, N. P. K. (2020). Employee Engagement Dan Stress Kerja Pengaruhnya Terhadap Kepuasan Kerja Dan Turnover Intention Di Aman Villas Nusa Dua – Bali. *Widya Manajemen*, 2(1).
- Pratama, R. Y., & Dunan, H. (2025). Pengaruh Kompensasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Di Kelompok Pengelolaan Ikan Samudera Indah Perkasa. *Ekoma : Jurnal Ekonomi, Manajemen, Akuntansi*, 4(3), 5634–5642. [Https://Doi.Org/10.56799/ekoma.v4i3.7596](https://doi.org/10.56799/ekoma.v4i3.7596)
- Rahman, M. F., Susanti, E., & Rojuaniah, R. (2021). The Role Of Training Satisfaction And Work Engagement On Employee's Ocb. *International Journal Of Multicultural And Multireligious Understanding*, 8(4), 44. [Https://Doi.Org/10.18415/ijmmu.v8i4.2439](https://doi.org/10.18415/ijmmu.v8i4.2439)
- Rasul Baharsyah, A., & Nugrohoseno, D. (2021). Pengaruh Employee Engagement Terhadap Job Performance Melalui Creativity Sebagai Variabel Mediasi. *Jurnal Ilmu Manajemen*, 9(3), 1279–1292. [Https://Doi.Org/10.26740/jim.v9n3.p1279-1292](https://doi.org/10.26740/jim.v9n3.p1279-1292)
- Rizki, M., Nophiyani, N., Saputra, E. K., & Abriyoso, O. (2022). Pengaruh Beban Kerja Terhadap Kepuasan Kerja Pegawai Puskesmas Kawal Kabupaten Bintang. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 8(2), 1469. [Https://Doi.Org/10.37905/aksara.8.2.1469-1478.2022](https://doi.org/10.37905/aksara.8.2.1469-1478.2022)
- Robbins, S. P., & Judge, T. A. (2018). *Organizational Behavior* (18th Ed.). Pearson Education.
- Setiawan, D., & Dunan, H. (2024). The Influence Of Communication And Work Environment On Employee Job Satisfaction In Pd Semangat Jaya. *International Journal Of Accounting, Management, Economics And Social Sciences (Ijamesc)*, 2(3), 822–831. [Https://Doi.Org/10.61990/ijamesc.v2i3.236](https://doi.org/10.61990/ijamesc.v2i3.236)
- Stefanya, Y., & Winarto, J. (2025). Pengaruh Flexible Working Arrangement, Beban Kerja, Dan Kepuasan Kerja Terhadap Turnover Intention Generasi Z. *Jurnal Informatika Ekonomi Bisnis*, 484–490. [Https://Doi.Org/10.37034/infab.v7i3.1201](https://doi.org/10.37034/infab.v7i3.1201)
- Sumiyati, S., Widjajanta, B., Masharyono, M., & Izzati, S. N. (2021). An Analysis Of Workload And Job Stress On Employee Job Performance. [Https://Doi.Org/10.2991/aebmr.k.210831.044](https://doi.org/10.2991/aebmr.k.210831.044)
- Widiantoro, R., & Lumban Gaol, P. (2024). Pengaruh Beban Kerja Terhadap Kepuasan Kerja Pegawai Di Lingkungan Sekretariat Direktorat Jenderal Perhubungan Darat. *Jurnal Sumber Daya Aparatur*, 6(1), 63–85. [Https://Doi.Org/10.32834/jsda.v6i1.757](https://doi.org/10.32834/jsda.v6i1.757)