

How Does Workload and Job Satisfaction Affect Employee Performance?

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This article is available in:

<https://icess.uin-suska.ac.id/index.php/injbm/issue/view/13>

Article History :

Received :2025-09-11

Revised : 2025-12-27

Accepted : 2026-01-05

Online : 2026-01-07

Abstract

Research aims:

Excessive workload will cause dissatisfaction with work and have an impact on employee performance. The purpose of this study is to determine the effect of workload on performance and job satisfaction and the effect of job satisfaction on performance.

Design/Methodology/Approach:

The methodology used in this study is quantitative with *SEM-Smart PLS* analysis tool. The study was conducted on 130 employees with a *stratified random sampling procedure*

Research findings:

The results showed that there was a significant positive influence of workload on performance and job satisfaction and a significant positive influence of job satisfaction on performance.

Theoretical Contribution/Originality:

Theoretically, workload should be used as the basis for theory and measurement in measuring job satisfaction and employee performance.

Practical/Policy/Social Implications:

Practically, it is expected that companies in providing work are accompanied by the ability of employees.

Research Limitations/Implications:

The limitation of this study lies in the respondents lack of understanding in understanding the statements in the questionnaire which can affect the validity of the answers.

Keywords: *Workload, Job Satisfaction and Performance*



INTRODUCTION

Fierce competition in the business world, technological advances and government policies are problems faced by human resources working in a company. Both domestic and foreign companies. To deal with these problems, effective and efficient human resource management is needed to be able to maintain the company's survival and excel in competition. Well-managed, effective and efficient human resources can be seen from the performance of the workforce or employees who work in the company. The company's goals or targets can be achieved with well-managed performance.

Performance is the result of work achieved by workers or employees in quality and quantity and in accordance with the responsibilities and duties imposed on them. Performance and workload are interrelated. In a company or organization for giving the right position to employees, they can see the workload first. This is done so that employee performance can improve and be comfortable with the work charged and the achievement of effective and efficient company goals.

Employees who are comfortable at work will give all their abilities to the maximum and will have an effect on improving performance, quality and progress of the company will increase. For this reason, employee workload must be a concern, ineffective working hours and excessive work overflow will cause dissatisfaction with work that will have an impact on production output. Therefore, the right distribution of workload and in accordance with the employee's ability needs to be a concern because it will affect employee performance and company goals.

Research on the influence of workload, job satisfaction and performance has been carried out by several researchers before. Results (Apriana et al., 2022) shows that workload has a negative effect on performance and has a negative effect on job satisfaction. This study also results that job satisfaction has a positive effect on employee performance. In contrast to the results of research conducted by (Bahri et al., 2022) that workload has a significant effect on performance, job satisfaction has an effect on performance and workload has an effect on job satisfaction. Then the results of the research conducted by (Mahfudz, 2017) It



was found that workload had a direct effect on employee performance and job satisfaction had a dominant effect on performance.

Results (Dony Muslim et al., 2023) Finding that workload has a significant negative effect on job satisfaction, job satisfaction has a significant positive effect on performance, workload has a significant positive effect on performance and job satisfaction is able to mediate the relationship between workload and employee performance. Followed by the results of research conducted by (Nurhasanah et al., 2022) which found that workload affects job satisfaction and affects employee performance and job satisfaction affects performance and job satisfaction is able to mediate the influence between workload and performance. Results (Bahri et al., 2022) It was also found that workload had a significant effect on performance through job satisfaction.

In addition to the gaps that have been outlined above, this study is different from the research that has been conducted. Previous research used variables of work stress, organizational culture, work ethics, burnout and communication. Differences can also be seen from the location of the study, the time of the study, the population and the sample. Based on these conditions, the purpose of this study is to see how the influence of workload on performance, the effect of workload on job satisfaction and the effect of job satisfaction on performance.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Performance

Performance is a work achievement or the result of work (output) both in quality and quantity achieved by employees/employees per person per hour in carrying out work in accordance with the responsibilities given to them (Mangkunegara Anwar Prabu, 2017). According to (Hasibuan, 2019) Performance is the result of work achieved by a person in carrying out the tasks assigned to him which are carried out with skill, experience and seriousness and time. Performance by (Sedarmayanti, 2016) Performance is the result of work



achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, not in violation of the law and in accordance with morals and ethics.

Kasmir (Kasmir, 2016) Mentioning performance is the work results and work behavior that have been achieved in completing the tasks and responsibilities given in a certain period with measurement indicators, namely quality (quality), quantity, time, cost stress, supervision and cooperation.

Workload

Workload is a task given to the workforce or employees to be completed at a certain time using the skills and potential possessed by the workforce or the workload is the result of multiplication between the volume of work and the norm of time (Munandar, 2014). According to (Rochman & Ichsana, 2021) Workload is the amount of job responsibilities or authority given in an organization or company. Quoting Hart & Staveland in (Tarwaka, 2011) Workload is the interaction that arises between the demands of the tasks of the work environment used as a workplace and the workload can be interpreted as the demands of tasks or efforts made in doing work. According to (Susi R Mar'ih, 2017) Workload is the high number of working hours that must be carried out with considerable pressure or the amount of work responsibility that must be borne by employees.

Workload according to (Hammam Zaki & Marzolina, 2018) It is to compare the ability of employees with the demands of work with indicators of the number of jobs, work targets, boredom, overload and work pressure.

Job Satisfaction

Job satisfaction according to (Hasibuan, 2019) An emotional attitude that is pleasant and loves work which can be seen from work morale, discipline and work performance with indicators of fair and appropriate remuneration, placement according to expertise or appropriate, heavy or light work, work environment atmosphere and leadership attitude in leading. According to (Luthans, 2012) Job satisfaction is a state of happy or positive emotions caused by an employee's job assessment or work experience or the results of the employee's



view of the work done can provide important value with indicators of salary, the job itself, colleagues, opportunities, promotions and supervision. Job satisfaction is a phenomenon that must be observed by leaders who are closely related to performance and job satisfaction will be achieved i (Paparang et al., 2021).

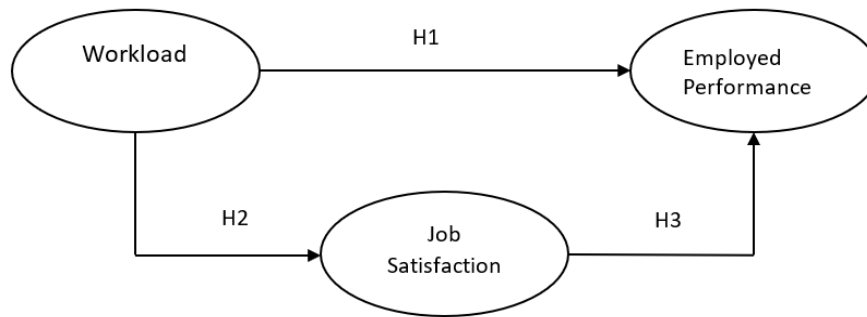


Figure 1: Conceptual Restructuring

In this study, the workload variable uses indicators of the amount of work, work targets, boredom, overload and work pressure (Hammam Zaki & Marzolina, 2018). Job satisfaction variables with indicators of salary, the job itself, colleagues, opportunities, promotions and supervision (Luthans, 2012) and performance variables with measurement indicators, namely quality (quality), quantity, time, cost pressure, supervision and cooperation (Kasmir, 2016).

Research (Ohorela, 2021) found that workload is influential and has a strong relationship with performance. (Nurhasanah et al., 2022) states that workload affects performance. The results of the research (Mahfudz, 2017) mentioning that workload has a direct effect on performance and if the workload is excessive, it results in low employee performance.

H₁: Workload affects employee performance.

Research (Jasmin et al., 2023) stated that workload had a positive effect on job satisfaction. Bahri (Bahri et al., 2022) Finding workload affects job satisfaction. The results of the research (Nurhasanah et al., 2022) that workload affects job satisfaction.



H2: *Workload affects job satisfaction.*

Research (Apriana et al., 2022) found that job satisfaction had a positive effect on performance. Bahri (Bahri et al., 2022) in his research found that job satisfaction affects performance. Results (Mahfudz, 2017) stated that job satisfaction has a disinterested effect on performance. Research (Dony Muslim et al., 2023) it also found that job satisfaction had a positive effect on performance.

H3: *Job satisfaction affects employee performance*

METHOD

This study was analyzed with a quantitative approach. The population in this study is all employees at PT. XYZ with a total of 194 people. The sample used was 130 people with stratified random sampling technique. Primary data collection techniques using questionnaires and secondary data were obtained by a literature approach. The scale used is the Likert scale where this scale is expressed from 1 (strongly disagree) to 5 (strongly agree). The subject of the study was an employee of PT. XYZ which is broken down by gender, age, last education and length of employment.

Data analysis in this study uses Partial Least Square (PLS) software with SmartPLS program with a data analysis method using the Structural Equation Model (SEM) which consists of two steps, namely the measurement model (*outer model*) and the structural model (inner model). The outer model is divided into two, namely the validity test and the reliability test. Meanwhile, the inner model is divided into determination coefficient (R^2), *Effect Size* (f^2), *predictive relevance* (Q^2), *Path Coefficient* and *goodness of fit* (GoF) test.



RESULTS AND DISCUSSION

A. Results

Validity Test

The validity test was carried out to test the validity of the indicators used, namely convergent validity when the crossloading value > 0.5, discriminate validity when the intended cross loading value > the cross loading construct and when the Average Variance Extracted (AVE) value > 0.5. There is no fixed recipe for presenting the findings of a study. We will, therefore, first consider general guidelines and then turn our attention to options for reporting descriptive statistics and the results of the hypothesis test.

Table 1. Final Grades of Outer Loading

Variable	Statement Items	Outer Loading	Information
Workload (X)	X10	0,834	Valid
	X2	0,805	Valid
	X4	0,800	Valid
	X9	0,842	Valid
Performance (Y)	Y1	0,779	Valid
	Y10	0,796	Valid
	Y2	0,779	Valid
	Y4	0,877	Valid
	Y5	0,788	Valid
	Y6	0,855	Valid
	Y7	0,773	Valid
	Y8	0,787	Valid
	Y9	0,794	Valid
Job Satisfaction (Z)	Z10	0,814	Valid
	Z6	0,871	Valid
	Z7	0,791	Valid
	Z8	0,797	Valid
	Z9	0,837	Valid

Source: The Processed Primary Data (2024)

In the initial processing, there were 6 indicators on the workload variables (X1, X3, X5, X6, X7 and X8), 3 indicators on the performance variables (Y3, Y11 and Y12) and 5 indicators on the job satisfaction variables (Z1, Z2, Z3, Z4 and Z5) were declared invalid because *the*



outer loading value obtained < 0.5. The indicator was deleted and re-processed (*calculated*). Table 1 shows the cross loading value on the latent variable with each indicator > 0.5. This shows that each indicator has an influence on its latent variable and is declared valid.

Table 2. Discriminant Validity Value

Statement Items	Workload (X)	Job Satisfaction (Z)	Performance (Y)
X10	0,834	0,695	0,779
X2	0,805	0,791	0,773
X4	0,800	0,797	0,787
X9	0,888	0,868	0,434
Y1	0,668	0,799	0,842
Y10	0,684	0,796	0,814
Y2	0,779	0,695	0,834
Y4	0,801	0,809	0,877
Y5	0,674	0,734	0,788
Y6	0,747	0,855	0,871
Y7	0,773	0,791	0,805
Y8	0,787	0,797	0,800
Y9	0,688	0,794	0,837
Z10	0,684	0,814	0,796
Z6	0,747	0,871	0,855
Z7	0,791	0,805	0,773
Z8	0,797	0,800	0,787
Z9	0,688	0,837	0,794

Source: The Processed Primary Data (2024)

Table 2 shows the cross loading value for each indicator > the cross loading value of other indicators. This state shows that each construct has good discriminant validity, can measure every variable (X, Y and Z) and is valid.

Tabel 3. Average Variance Extracted (AVE)

Variable	AVE
Workload (X)	0,673
Job Satisfaction (Z)	0,676
Performance (Y)	0,646

Source: The Processed Primary Data (2024)



Table 3 shows that the AVE value in each construct is > 0.5 and there is no convergent *validity problem* in the tested model so that each construct has a good *discriminatory validity* and is declared valid.

Tabel 4. Composite Reliability

Variable	Composite Reliability
Workload (X)	0,892
Job Satisfaction (Z)	0,913
Performance (Y)	0,943

Source: The Processed Primary Data (2024)

Table 4 shows that *the composite reliability* value > 0.7, which means that all constructs have good reliability.

Model Struktural (Inner Model)

Structural models or *inner models* are carried out to test the relationships between latent constructs. The determination coefficient test (R-Square/R2) was used to measure *the goodness of fit* of the structural model with the assessment category R2 = 0.67 for the strong category, R2 = 0.33 for the moderate category and R2 = 0.19 for the weak category.

Table 5. R Square Value (R2)

Variable	R Square (R2)
Job Satisfaction (Z)	0,824
Performance (Y)	0,975

Source: The Processed Primary Data (2024)

Table 5 shows that the R2 value of the performance variable (Y) = 0.975 > 0.67 which means that the performance variable (Y) can be explained by the job satisfaction variable (Z) of 97.5% and the rest can be explained by other variables that are not included in this research model. The relationship between variables and job satisfaction with performance variables is categorized as strong. The R value of 2 of the job satisfaction variable > 0.67, meaning that job satisfaction can be explained by performance of 82.4% while the rest is explained by other variables that are not included in the model and the relationship between the two variables is categorized as strong.



The prediction relevance test (*Q-Square/Q2*) to measure the goodness of fit model by looking at the *goodness of fit index* criteria is qualified if the value of $Q2 > 0$ with the formula $Q2 = 1 - [(1 - R12)]$. Based on the results of the calculations carried out, the value of $Q2 = 0.950625 > 0$ was obtained so that the model has been observed, reconstructed well and has predictive relevance.

The *Goodness of Fit Index (GoF)* test to compare the value of GoF with the GoF assessment category ≥ 0.1 for the small category, the $GoF \geq 0.25$ for the medium category and the $GoF \geq 0.38$ for the large category. The GoF value of this study is 0.80551 and is included in the large category. The results of R2, Q2 and GoF tests show that the model formed is *robust* so that hypothesis testing can be carried out.

Hypothesis Testing

In Partial Least Squares (PLS), each relationship in a hypothesis with a bootstrap method to a sample is intended to minimize data anomalies and by looking at the value contained in the output result for inner weight.

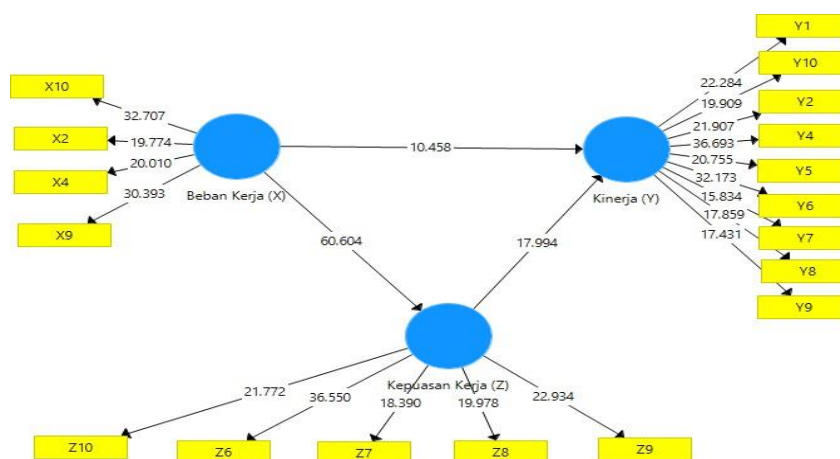


Figure 2: Structural Model



Tabel 6. Result for Inner Weight

Variable Relationship	Original Sample (O)	Sample Mean (M)	Standar Deviation (STDEV)	T Statistics (STDEV)	P Values	Result
X -> Z	0,908	0,909	0,015	60,604	0,000	Significant
X -> Y	0,375	0,375	0,036	10,458	0,000	Significant
Z -> Y	0,635	0,635	0,035	17,994	0,000	Significant

Source: The Processed Primary Data (2024)

Figure 1 and Table 6 show that the workload (X) has a positive and significant effect on job satisfaction (Z) with a parameter coefficient of 0.908 and a statistical t of 60.604 > 1.98 with *p value* by 0.000. The workload variable (X) also had a significant positive effect on performance (Y) with a parameter coefficient of 0.375 and a statistical t-value of 10.458 > 1.98 with *p value* by 0.000. The variable of job satisfaction (Z) had a significant positive effect on performance (Y) with a parameter coefficient of 0.635 and a statistical t of 17.994 > 1.98 with a value of *p value* by 0.000. Based on this, the variable workload should be prioritized because workload concerns a lot of work, work targets, boredom, overload and work pressure.

B. Discussion

The effect of workload on performance

The results of this study are in line with the results of research conducted by (Mercifulness, 2021) which states that workload affects performance. If the implementation of the workload is good, the performance of employees will also be good. Workload can provide employees' skills, knowledge and abilities to be effective. Research (Ohorela, 2021) found that workload is influential and has a strong relationship with performance. Research (Nurhasanah et al., 2022) states that workload affects performance. The higher the workload received by employees, it will affect the performance of the employee. Results (Bahri et al., 2022) stating that workload affects performance. If the workload is added according to the employee's ability, the performance will be higher. Furthermore, the results of the research



(Mahfudz, 2017) mentioning that workload has a direct effect on performance and if the workload is excessive, it results in low employee performance.

However, the results of this study are contrary to the results of the study (Apriana et al., 2022) which found that workload has a significant negative effect on employee performance, namely the lower the workload, the better the performance. In line with the results of the research (Putri & Primadineska, 2023) which states that workload has a negative effect on performance, meaning that if the workload increases, resulting in employee performance decreasing or decreasing workload will improve performance. Research (Wanda et al., 2024) shows that workload has a negative effect on performance, namely a high workload will reduce employee performance.

The results of the study found that workload had an effect on performance. The higher the workload will affect the performance of employees. Workload can be seen from the amount of work, work targets, boredom, overload and work pressure. Employees feel that a lot of work is given, work targets are too high, boredom at work and pressure caused at work have an impact on the results of the work done. If the perceived workload is accompanied by the employee's ability to work, the performance will increase.

The effect of workload on job satisfaction

Research (Jasmin et al., 2023) stated that workload had a positive effect on job satisfaction. A balanced workload makes employees satisfied with their work and this condition will cause high morale and work better. Research (Bahri et al., 2022) Finding workload affects job satisfaction. The increase in employee workload will make employees diligent and serious in their work, which of course will increase performance. Improved performance will cause satisfaction at work. Furthermore, the results of the research (Nurhasanah et al., 2022) that workload affects job satisfaction. Heavy workloads will cause employee dissatisfaction at work which has a negative effect on achieving company goals.

Results (Dony Muslim et al., 2023) Contrary to the results of previous research, namely workload has a negative effect on workload. The high workload felt by employees will result in low employee job satisfaction. In research (Yo & Surya, 2015) Finding that work defects



have a negative effect on job satisfaction where with an increase in employee workload will result in a decrease in job satisfaction. The negative effect of workload on job satisfaction is found in the study (Apriana et al., 2022) That is, the workload felt by employees is caused by the high work standards set by the company.

The results of this study found that workload affects job satisfaction. Good management of the company and employees, providing workload according to ability and getting balanced remuneration will cause employee satisfaction at work. Job satisfaction can be seen from the balance between the salary received and the workload provided by the company, the company's organizational course is clear, the relationship between superiors and subordinates is going well and the relationship between fellow employees in the company is harmonious.

The effect of job satisfaction on performance

Research (Apriana et al., 2022) found that job satisfaction had a positive effect on performance. Employees will finish their work happily if they feel satisfaction in their work. Next (Bahri et al., 2022) In his research, he found that job satisfaction affects performance. Satisfaction is caused by satisfaction with what is received and the harmonious relationship between superiors and subordinates. This results in the seriousness of employees in working which will have an impact on improving performance. Results (Mahfudz, 2017) stated that job satisfaction has a dointerested effect on performance. The high job satisfaction felt by employees will show a positive attitude towards their performance. Research (Dony Muslim et al., 2023) It also found that job satisfaction had a positive effect on performance. The higher the level of job satisfaction employees have with their work, the higher their performance will be.

However, the results of this study are contrary to the results of the study (Yuliana & Fadhli, 2023) which states that job satisfaction has a negative effect on performance. Employee dissatisfaction is caused by the absence of benefits, appreciation and bonuses so that this condition will have an impact on performance. Research (Fitri & Endratno, 2021) Producing job satisfaction has no effect on performance. Employee job satisfaction does not



guarantee better employee performance. Research (Fauzief & Yanuar, 2021) stated that job satisfaction had no effect on employee performance. Companies are more concerned with employee work results than job satisfaction.

The results of this study found that job satisfaction had a significant positive effect on performance. The improvement in employee performance is caused by the ability and skills of employees to complete work, the results of the employee's work are in accordance with the standards set by the company, responsible for completing the work and can cooperate with friends or other fellow employees.

CONCLUSION

The results of the study showed that workload had an effect on performance, workload had an effect on job satisfaction and job satisfaction had an effect on performance. Workload must be prioritized because workload concerns a lot of work, work targets, boredom, overload and work pressure. Theoretically, workload should be used as the basis for theory and measurement in measuring job satisfaction and employee performance. Practically, it is expected that companies in providing work are accompanied by the ability of employees.

LIMITATION

The limitation of this study lies in the respondents lack of understanding in understanding the statements in the questionnaire which can affect the validity of the answers. It is expected for the next researcher to make statements in the questionnaire that are easy for respondents to understand.

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