

## Workload to Job Satisfaction : The Mediating Role of Work Life Balance At PT. Berlian Lautan Sejahtera

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### ABSTRACT

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This research aims to analyze the influence of workload on job satisfaction through work life balance on employees of PT Berlian Lautan Sejahtera. This research uses a quantitative approach. The population of this study were employees of PT Berlian Lautan Sejahtera and the sample size collected was 44 respondents. The data in this study were analyzed using SEM-PLS which was processed with SmartPLS 3.9.2 software. The analysis results obtained from this research show that workload has a negative and significant effect on job satisfaction. Workload has a negative and significant effect on work life balance. Work life balance has a positive and significant effect on job satisfaction. While in the analysis of the indirect effect of work life balance, it is able to mediate the influence of workload on job satisfaction.

### INTRODUCTION

Indonesia is the largest archipelagic country in the world with a territorial area in the form of waters of 63%. This geographical condition creates a very strategic opportunity for maritime trade and transportation companies because it is a transportation route and international trade route. In the midst of increasingly tight business competition, companies must be more superior and competitive by requiring contributions from good human resources, because human resources are an important part in determining the development of a company (Asari, 2022).

According to Khoiro & Frianto (2024), in achieving success, companies need to implement various strategies that not only focus on the use of technology, infrastructure, and company finances, but human resource management is also a major factor in achieving success in a company. With good human resource management, it can be said that employees will be satisfied with the work they do. A study conducted by Faridl and Sukmana (2021) also showed that the level of job satisfaction among employees in Indonesia is still relatively low, with only 18% being

satisfied with their jobs. This shows that increasing job satisfaction in Indonesia requires serious attention.

Job satisfaction is influenced by several perspectives, including aspects of job suitability, opportunities for promotion, salary, work conditions, superiors, and coworkers (Hasyim, 2020). According to Nurdin and Rohaeni (2020), employee job satisfaction can be understood as an emotional feeling that reflects their happiness and satisfaction with every task carried out in the workplace. This level of job satisfaction can be measured through the discipline, achievement, and work ethic shown by employees. Employees who are happy with the work they do will have a positive attitude and can foster a sense of loyalty and love for the work they have (Masrul, 2023). However, on the other hand, employees who are dissatisfied with their jobs tend to have negative behavior and lower performance so that it can affect the performance of a company.

There are several factors that can affect job satisfaction, one of which is workload. Research conducted by Hasyim (2020) confirms that workload plays an important role in determining the level of

employee job satisfaction. When the workload set by the organization is too high, it can have a negative impact on employee job satisfaction. If the workload exceeds the employee's abilities and capacities, physical fatigue and increased stress will occur, which in turn reduces job satisfaction. The effect of workload on job satisfaction is proven through research conducted by Azizah and Murniningsih (2022) which revealed that workload has a significant negative effect on job satisfaction. Jayanti & Adawiyah (2023) stated in his research that workload has a negative effect on job satisfaction. Fahira et al., (2022) also stated that workload has a negative influence on job satisfaction. Research conducted by Johan & Satrya (2023) stated that workload has a significant negative effect on job satisfaction. This finding is also supported by research conducted by However, this is different from the findings of Lumunon et al., (2019) which showed that workload had a significant positive influence on job satisfaction. The same thing was also expressed by Fadilla & Assyofa (2022), who found that workload can have a positive effect on job satisfaction.

Workload can also have an impact on work-life balance. Shobirin et al., (2023) found that there is an inverse relationship between workload and work-life balance, where workload can be one of the factors that reduce quality of life. Employees who are able to handle their tasks will generally feel satisfied with the workload they carry. However, when the workload becomes excessive, it can have a negative impact that affects the balance between work and personal life. The influence of workload on work-life balance is proven through research conducted by Holland et al., (2019) which states that workload has a significant negative influence on work-life balance. Halim & Heryjanto (2021) in the results of the research conducted showed that workload has a negative effect on work-life balance. Latama et al., (2022) also proved that there was a negative influence that emerged in workload on work life balance. However, it is different from the research conducted by Syihabudhin et al., (2020) which stated that workload has a significant positive effect on work-life balance. Then the research conducted by Wirawan (2022) stated that workload has a significant positive effect on work-life balance.

Another factor that can affect job satisfaction is the balance between work life and personal life. According to Prasetyo & Wardoyo (2023), work-life balance is defined as the level of satisfaction and

ability of employees in carrying out their roles both in the family and at work, while minimizing conflicts that may arise between the two. The effect of work-life balance on job satisfaction is proven through research conducted by Khoiro & Frianto (2024) which states that work-life balance has a significant positive effect on job satisfaction. Similar results from research conducted by Atthohiri & Wijayati (2021) stated that work-life balance has a significant positive influence on job satisfaction. Asari (2022) in his research also stated that work life balance has a positive effect on job satisfaction. Wulandari & Hadi (2021) also proved that there was a positive influence that emerged in the influence of work life balance on job satisfaction. However, this is different from the research conducted by Pinangkaan et al., (2022) and Endeka et al., (2020) which stated that work-life balance does not have a significant effect on job satisfaction. Then the research conducted by Son & Jung (2019) which stated that work-life balance has a significant negative effect on job satisfaction.

This research was conducted at PT. Berlian Lautan Sejahtera, a company engaged in the field of sea transportation services. PT Berlian Lautan Sejahtera showed that although the relationship between employees is harmonious and cooperation is well established, there are still several internal problems that affect job satisfaction. Employees complain about excessive workloads due to additional tasks outside their responsibilities, as well as pressure from superiors to immediately complete work which has an impact on working hours that exceed operational hours. In addition, the work system that is not yet optimal causes some employees to have to work outside operational hours, including holidays, especially because of adjusting the ship's sailing schedule, which causes physical and mental fatigue. This condition has an impact on work-life balance, which is characterized by reduced time to rest, gather with family, and do personal activities. Although the company has attempted an annual family gathering agenda, employees still feel dissatisfied because the compensation system is considered not commensurate with the workload, and there is no clear overtime system. Based on several phenomena that exist at PT. Berlian Lautan Sejahtera, and the research gap, the researcher considers that there are interesting and important things to be studied, so the author raises the research topic to find out "Workload to Job

Satisfaction: The Mediating Role of Work Life Balance At PT. Berlian Lautan Sejahtera".

## **LITERATURE REVIEW**

### ***Workload and Job Satisfaction***

Factors that influence job satisfaction are workload, this is supported by Hasyim (2020) who stated that workload has a role in influencing employee job satisfaction. Workload is a number of activities or jobs with demands given by superiors to employees but exceeds the capacity of the employee's abilities and is given a certain time limit in completing their tasks.

Companies that set targets that are too high, use time in completing work that is not in accordance with procedures, and give tasks that exceed employee abilities can cause the workload to be too high, resulting in decreased job satisfaction felt by employees. This is in accordance with research conducted by Azizah & Murningsih, (2022) which states that workload has a negative effect on job satisfaction. In addition, research conducted by Jayanti & Adawiyah (2023), Johan & Satrya (2023), Fahira et al., (2022) also states that workload has a negative effect on job satisfaction

H1: Workload has a significant negative effect on job satisfaction

### ***Workload and Work Life Balance***

The relationship between workload and work-life balance is an important aspect in human resource management. According to Shobirin et al., (2023) it was found that there is an inverse relationship between workload and work-life balance, where a high workload can be a factor that reduces the quality of life. Heavy workloads often have a direct impact on an individual's ability to maintain a balance between the demands of their work and personal lives.

Employees who face heavy workloads will result in stress and fatigue due to greater demands on time and energy to complete work tasks. This causes employees to sacrifice time that should be used to rest, gather with family, or do hobbies and personal activities to be reduced. This condition causes an imbalance between work life and personal life. The effect of workload on work-life balance is proven through research conducted by Holland et al., (2019), Halim & Heryjanto (2021), Latama et al., (2022) who

agree that workload has a significant negative effect on work-life balance.

H2 : Workload has a significant negative effect on work life balance

### ***Work Life Balance and Job Satisfaction***

Work-life balance has a significant influence on employee job satisfaction Prasetyo & Wardoyo (2023). Employees who are able to balance work demands with personal needs such as family, friends, and hobbies will tend to feel more satisfied with their jobs. Likewise, if the balance between work life and personal life cannot be created properly, it will create an imbalance condition that can cause employee satisfaction levels to decrease.

This is in accordance with research conducted by Wulandari & Hadi (2021) which states that work life balance has a significant positive effect on job satisfaction. Other studies conducted by Khoiro & Frianto (2024), Asari (2022), Atthohiri & Wijayati (2021) who agreed to state that work life balance has a significant positive influence on job satisfaction.

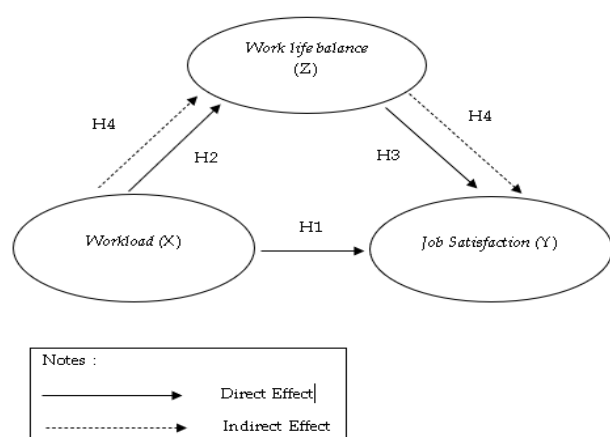
H3 : Work life balance has a signifikan positif on job satisfaction

### ***The Role of Work Life Balance Mediating***

When the workload is felt to be too high or excessive, employees will feel exhausted which can disrupt the balance between their work and personal life. This chaos often leads to decreased job satisfaction because employees feel they have less time to carry out their personal activities. However, if work-life balance can be maintained despite the high workload, it can reduce the negative impact of workload on job satisfaction. With a good work-life balance, employees are better able to manage work demands without sacrificing aspects of their personal life, which ultimately contributes positively to overall job satisfaction (Soelistyawati & Mujanah, 2023).

H4 : Work Life Balance mediates the influence between workload and job satisfaction

**Figure 1. Research Framework**



## METHOD

### Data Analysis

This research uses explanatory quantitative research methods. The object of research carried out by researchers is PT Berlian Lautan Sejahtera. The data collection technique in this research was to use a questionnaire which was distributed directly to employees with a total of 44 employees PT Berlian Lautan Sejahtera using a non-probability side technique with a saturated sample type. The data uses a Likert Scale of 1 (strongly disagree) to 5 (strongly agree) which was taken through a questionnaire distribution. This study was conducted using the Structural Equation Model (SEM) approach using the Partial Least Square (PLS) analysis method using the Smart-PLS 3.2.9 program (Ghozali, 2018).

### Measurement

In this research, the total statement items submitted were 24 items. Workload is measured using 3 indicators according to Hasyim (2020) including Working Conditions, Use of Working Time, Targets To Be Achieved. Work life balance is measured using 4 indicators according to Prasetyo & Wardoyo (2023) including A Good Balance Between Work and Personal Life, Responsibility to Family and Work, Having Social Activities Outside of Work, Having Time To Do Activities Outside of Work. Job satisfaction is measured using 4 indicators according to Khoiro & Frianto (2024) including Satisfaction With Rewards, Satisfaction With Promotions, Satisfaction With Superiors, Satisfaction With Coworkers.

## RESULT

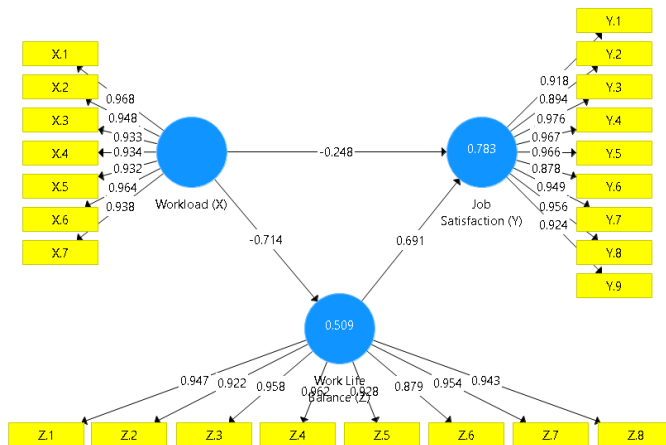
### Respondent Description

In this research respondent characteristics include gender, education level, age, marital status, length of service. The results are 34 employees (77.3%) are male, 10 employees (22.7%) are female. Based on education level, respondents with a high school education or equivalent were 12 employees (27.3%), respondents with D1-D3 education level were 16 employees (36.4%), respondent with S1 education level were 13 employees (29.5%), and respondents with a S2 education level were 3 employees (6.8%). Based on employee age, respondents aged 17-25 years were 5 employees (11.4%), respondents aged 26-30 years were 17 employees (38.6%), respondents aged 31-40 years were 15 employees (34.1%), respondents aged 41-50 years were 7 employees (15.9%). Based on marital status, respondents married were 32 employees (72.7%), respondents unmarried were 12 employees (27.3%). Based on length of service, respondents 1-5 years of work periode were 16 employees (36.4%), respondents 6-10 years of work periode were 22 employees (50%), respondents >10 years of work periode were 6 employees (13.6%).

### Measurement Model

In the first step, we ran the measurement model in SmartPLS 3.2.9 to ensure that the constructs were properly correlated based on the variances proposed. Based on the variances proposed. Therefore, convergent and discriminant validity were examined to assess the measurement model in this study. To evaluate convergent validity, the factor loading of each item was examined in the first stage. According to (Ghozali & Latan, 2015) All indicators can be considered valid if they meet a correlation value greater than 0.70. However, if the indicator loading ranges from 0.50 to 0.60, it can be considered quite valid. Figure 2 shows that, for all variable indicators in this study, the loading factor seen through the outer loading value of each statement item is more than 0.70. This indicates the validity of the variable statement items for each variable in this study.

**Figure 2.** Measurement Model



Composite reliability (CR) was assessed to check internal consistency in this study. Hair et al., (2020) suggested a cutoff value of 0.70 for CR. In this study, CR for all items ranged from 0.983 to 0.985, exceeding the recommended value of 0.7. Furthermore, Cronbach's alpha (CA) can strengthen the reliability test results of the CR results obtained from the CR results. Or it can be said that the CA value is to evaluate internal consistency. The CA value in this study ranged from 0.980 to 0.982 and was above 0.70. Finally, the Average Variance Extracted (AVE) was examined to establish convergent validity in the study. According to Hair et al., (2020), AVE represents the overall average value of the squares of the indicators related to the research construct. AVE value An AVE value of 0.50 will indicate that 50% of the items provide sufficient explanation of the construct (Hair et al., 2020). In this study, the AVE values for all constructs are below the range of 0.878 to 0.894, which exceeds the recommended values of 0.50. The Specified Measurement Model can be seen in Table 1.

**Table 1.** Specified Measurement Model

Variable and scale item	(CA)	(CR)	(AVE)
Workload	0.980	0.983	0.894
Job Satisfaction	0.982	0.985	0.878
Work Life Balance	0.980	0.983	0.878

### Causality Test Results

The causality test is used to determine whether there is an influence between the existing variables. A variable is said to be influential if the test results show

a t-statistics value greater than 1.96 (Ghozali & Latan, 2015). The structural model is assessed by examining the significance values to determine the effect between variables through bootstrapping. Table 2 presents the results of the hypothesis testing for both direct and indirect effects.

**Table 2.** Hypothesis Testing for Direct Effect and Indirect Effect

Relationship	Original Sampel	TStatistics	P-Values
Workload > Job Satisfaction	-0.248	2.166	0.031
Workload > Work Life Balance	-0.714	11.407	0.000
Work Life Balance > Job Satisfaction	0.691	6.206	0.000
W > WLB > JS	-0.493	6.527	0.000

Discussion of H1 shows that workload has a significant negative effect on job satisfaction. The results of the path analysis show a relationship ( $\beta = -0.248$ , t-statistic = 2.166,  $p < 0.05$ ), so H1 is accepted. H2 shows a significant negative effect between workload and work life balance. The results of the path analysis show a relationship ( $\beta = -0.714$ , t-statistic = 11.407,  $p < 0.05$ ), so H2 accepted. H3 shows that work life balance has a significant positive effect on job satisfaction. The results of the path analysis show a relationship ( $\beta = 0.691$ , t-statistic = 6.206,  $p < 0.05$ ), so Hypothesis 3 accepted. Hypothesis 4 shows that work life balance is able to mediate the influence of workload on job satisfaction. The results of the path analysis show a relationship ( $\beta = -0.493$ , t-statistic = 6.527,  $p < 0.05$ ), so Hypothesis 4 accepted.

## DISCUSSION

The overall objective of this study is to analyze the effect of workload on job satisfaction through work life balance at PT Berlian Lautan Sejahtera. We found that there is a significant negative relationship between workload and job satisfaction through work life balance.

Based on the results of the analysis obtained regarding the workload variable on job satisfaction, it shows that workload has a negative and significant effect on job satisfaction. These findings are in line with research conducted by (Hasyim, 2020; Jayanti &

Adawiyah, 2023; Johan & Satrya, 2023; Azizah & Murningsih, 2022; Fahira et al., 2022) where the study stated that workload has a significant negative effect on job satisfaction. When employees feel that the workload they feel is low, it will increase their job satisfaction because employees feel that they are still able to complete the tasks that have been given so that it does not interfere with their job satisfaction. This is also supported by the descriptive results of respondents in this study for the workload variable which is included in the low category, when viewed from the variable criteria category, namely with an average of 2.12. This value shows that employees feel that their workload is low because they are used to the tasks given by the company.

Based on the results of the analysis obtained regarding the workload variable on work-life balance, it shows that workload has a negative and significant effect on work-life balance. The results of this study are in line with research conducted by (Shobirin et al., 2023), (Holland et al., 2019), (Halim & Heryjanto, 2021), (Latama et al., 2022) who agree that workload has a negative effect on work-life balance. Employees who have a low workload have a lot of free time to gather with their families, do social activities or pursue interests and hobbies outside of their work. This condition can improve the balance between work life and personal life of each employee. Based on the characteristics of marital status, the percentage of married employees is 72.7% with a total of 32 employees. This shows that employees have support from their families, which increases their motivation when doing their work.

Based on the results of the analysis obtained regarding the work-life balance variable on job satisfaction, it shows that work-life balance has a positive and significant effect on job satisfaction. This study supports previous studies conducted by (Khoiro & Frianto, 2024; Prasetyo & Wardoyo, 2023; Wulandari & Hadi, 202 ; Asari, 2022; Atthohiri & Wijayati, 2021) which stated that work-life balance has a significant positive effect on job satisfaction. Employees who have a good work-life balance will increase their job satisfaction because employees can balance the demands of work with their personal lives such as relationships with family, social activities, and hobbies. This is also supported by the descriptive results of respondents in this study for the work-life balance variable which is included in the high category, when viewed from the variable criteria

category, namely with an average of 4.09. This value indicates that employees can balance the demands of work with their personal lives.

The results of the indirect effect show that workload has a negative and significant effect on job satisfaction through work-life balance. The results of the descriptive analysis obtained from respondents' answers when viewed from the previous results, the three variables are interrelated and influence each other. Based on the previous discussion, it shows that low workload can increase work-life balance because employees can balance their time between work and their personal lives well, which will then increase employee satisfaction with their work. This increase in satisfaction is also supported by co-workers who can cooperate well so that the workload felt by employees is not too heavy, as well as by the existence of a family gathering program that can increase their work-life balance. So that work-life balance can mediate the influence between workload and job satisfaction. These results are in line with research conducted by Soelistyawati & Mujanah (2023) which states that work-life balance can mediate the relationship between workload and job satisfaction.

## CONCLUSION

This study highlights that workload negatively affects job satisfaction through work-life balance among employees at PT Berlian Lautan Sejahtera. Companies are advised to better manage work time to reduce employee fatigue, enhance satisfaction with superiors by fostering openness to feedback, and improve social activities outside of work through initiatives like CSR. While work-life balance is generally good, it should be maintained through regular agendas such as family gatherings. Future research should expand to other business sectors, include additional variables like employee performance and work engagement, and consider larger samples with moderating variables.

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