

The Influence of Workload and Work-Life Balance on Job Satisfaction of Operational Employees at PT XYZ Bandung

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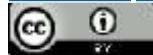
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ABSTRACT

The construction sector has job characteristics with inappropriate workloads and long working hours, which can reduce employee job satisfaction. This phenomenon also occurs among operational employees at PT. XYZ, characterized by work-life incompatibility and limited personal time. Partially and concurrently, this research intends to examine the impact of workload and work-life balance on employee job satisfaction. Questionnaires, in-depth interviews, and meticulous recording make up the research method's descriptive and associative quantitative approach. As many as thirty-four operational personnel filled out the survey. Multiple linear regression was used to evaluate the data. Workload and work-life balance were shown to significantly impact job satisfaction in a good way. To sum up, improving job happiness requires proportionate task management and establishing a healthy work-life balance.

INTRODUCTION

Because of the high level of complexity and constant change in the construction business, human resources are a company's most valuable strategic asset. Because it affects how workers feel about and react to their jobs, job satisfaction is an important factor here. Employees report high levels of job satisfaction when they rate their work highly based on a variety of criteria (Robbins & Judge, 2019). Low levels of job satisfaction may lead to a host of issues for organizations, including lower productivity, more bad conduct on the job, and high rates of employee turnover.

The phenomenon of job satisfaction is a real problem in construction companies, which is the subject of this study, namely PT. XYZ. Based on the company's internal data in 2025, there was an increase in the turnover rate of operational employees, especially among Generation Z, with five employees resigning. This condition caused PT. XYZ's turnover rate to reach around 13.5%. This figure has exceeded the acceptable turnover limit, where a healthy turnover rate for an organization should be a maximum of 10% per year (Iskandar & Rahadi, 2021). A high turnover rate indicates problems related to the job satisfaction of operational employees. In addition to high turnover rates, job satisfaction issues are also reflected in the emergence of negative work behaviors such as decreased work enthusiasm, increased absenteeism, tardiness, and low employee initiative.

In 2025, as infrastructure development speeds up, project intensity will rise, affecting working conditions for construction workers. This is a major problem since the industry relies on discipline and timeliness. Companies may have further consequences, such as reduced project productivity and a tarnished image, if this circumstance persists. Workers are more likely to be satisfied in their jobs when they have a work-life balance, feel valued and appreciated, have a feeling of job stability, face new challenges on the job, and have opportunity to advance in their careers. According to (Ramdhan & Pasaribu, 2022).

This condition is closely related to the phenomenon of excessive workloads for operational employees at PT. XYZ, where excessive workloads are caused not only by large volumes of work but also by a mismatch between the number, type, and complexity of tasks and the capacity and roles of employees. Operational employees perform two tasks simultaneously, namely administrative work in the office, such as writing reports and managing documents, as well as technical supervision and assistance in the field. The interview results show that after completing their office work, employees still have to visit project sites at night to ensure progress, material availability, and smooth field activities. This condition reflects the mismatch between workload and the time, energy, and capacity of employees, which has the potential to cause fatigue and reduce job satisfaction.

The phenomenon of inappropriate workload can be explained through the Person-Environment Fit (PE-Fit) approach, particularly the concept of demands-abilities fit. This theory emphasizes that job satisfaction will be achieved when the workload and demands of the job are in line with the abilities, skills, and capacities of employees. Conversely, a mismatch between workload and

individual abilities will lead to pressure and work stress, resulting in job dissatisfaction (Keane & Kwon, 2022).

In addition to inappropriate workloads, work-life balance issues are also a significant phenomenon at PT. XYZ. The mismatch between workload and time capacity and employee roles has forced employees to sacrifice their personal time and time with their families, resulting in an imbalance between their work and personal lives. Internal company data shows that operational employees handle two to three projects simultaneously, working 54–58 hours per week excluding overtime, with an additional average of 12–15 hours of overtime per week during project completion. These conditions suggest that employees are working long hours, exceeding the normal provisions and overtime limits set by labor regulations. This suggests that employees are facing significant difficulties in balancing their work and personal lives, which could lead to lower job satisfaction and higher turnover rates.

In light of this tendency, this research zeroes in on PT. XYZ's operational personnel as a specific work group that encounters issues related to an excessive workload and struggles to strike a healthy work-life balance. The purpose of this research is to examine how PT. XYZ's operational employees in Bandung feel about their jobs in relation to their workloads and work-life balances, and to offer the business some advice on how to make these policies more equitable and long-lasting.

LITERATURE REVIEW

Workload

Workload is an important aspect of human resource management because it is directly related to employees' ability to complete their tasks and responsibilities. Workload is defined as the amount of work or responsibility assigned to employees based on their position or work unit within an organization (Nu'em & Sitohang, 2023). Furthermore, according to (Fariz et al., 2025), workload is defined as "a collection of tasks or activities that must be completed within a certain period of time," and it can be defined as a condition that arises when there is a mismatch between the workforce's abilities and the job demands.

There are two main categories of workload: quantitative and qualitative. The quantity of mental and physical labor that workers are required to do under intense time constraints is known as quantitative workload. Under some circumstances, time pressure may motivate people to do better, but when it leads to many mistakes on the job or health issues, it indicates an excessive quantitative workload. In the meantime, qualitative burden occurs when an employee's mental and emotional capacities are overwhelmed by their professional responsibilities; this, in turn, may cause burnout and negative emotions (Vanchapo, 2020).

Both internal and external variables impact workload. Some examples of internal elements include physical attributes like age, gender, and posture, as well as mental aspects like drive, contentment, and desire, as well as how employees see their own role in the company. Work organization, including work schedules, shift systems, breaks, and career planning, as well as physical duties connected to tools and job difficulty levels, are examples of external influences (Saputri & Farhani, 2024).

Using the Subjective Workload Assessment Technique (SWAT), one may subjectively evaluate workload. According to (Tumini & Hendra, 2021), this technique measures how much work people feel they have to do by looking at three primary dimensions: time load, mental effort load, and psychological pressure load. These dimensions show how much time, mental abilities, and psychological capacity workers put into their work.

Previous research has shown that workload is a significant factor in determining whether or not an individual is satisfied with their employment. Through job satisfaction as a mediator, workloads that are adapted to workers' duties and capacities positively impact performance. The findings suggest that when workloads are reasonable and related to job duties, employee happiness and motivation may be enhanced (Souisa & Macpal, 2025).

Workload has a good and considerable effect on employee job satisfaction at PT. X, according to previous study (Princessa, 2024). According to these results, one of the most essential ways to boost employee happiness on the job is to manage their workload well.

This study's hypothesis is based on the theoretical description and prior research findings:

H1: Workload have a positive effect on the job satisfaction of operational employees at PT. XYZ Bandung.

Work-Life Balance

The capacity to maintain a healthy equilibrium between one's professional and personal responsibilities is what we mean when we talk about work-life balance (WLB). According to (Lestari & Rahardianto, 2021), a person is said to have achieved work-life balance when they are able to maintain a peaceful existence while also balancing their career, family, and other personal interests. In order for people to carry out their personal and professional lives to the best of their abilities, this idea stresses the need of maintaining a healthy role balance.

The capacity to appropriately allocate one's time, effort, and focus between one's professional and personal responsibilities in a way that promotes both the employee's mental health and their productivity on the job is another definition of work-life balance (Zega & Zona, 2025). Employees may experience less job satisfaction and stress if there is an imbalance between these two responsibilities.

There are a lot of things, both within and outside of oneself, that affect work-life balance. Employees' capacity to balance their professional and home lives is influenced by internal aspects including their personality and self-management abilities (Nurlaila et al., 2025). On the other hand, characteristics related to work, like workload, hours worked, and organizational flexibility, might either make it harder or easier to strike a balance between work and personal life. Employees' ability to manage their professional and personal lives simultaneously is affected by a number of variables, including job conflicts, leadership style, organizational support, and stress on the job (Suwito et al., 2022).

According to (Saputra & Firmanjaya, 2025), there are three primary components that make up work-life balance when measuring it. One aspect is maintaining a healthy work-life balance, which is referred to as time balance. The

second aspect is engagement balance, which is maintaining a healthy equilibrium between one's personal and professional lives emotionally. Satisfaction balance, the third dimension, is the degree to which people are happy with the roles they play in their personal and professional life.

There is some evidence from prior research that suggests a correlation between a healthy work-life balance and happiness on the job. Supporting employees in striking a healthy work-life balance may have a favorable impact on their stress levels and degree of dedication to the company, according to research (Lillah & Astuti, 2025). According to (Permadi et al., 2023), workers whose jobs require a lot of them report higher levels of job satisfaction when they have a good work-life balance.

This study's hypothesis is based on the theoretical description and prior research findings:

H2: Work-life balance have a positive effect on the job satisfaction of operational employees at PT. XYZ Bandung.

Job Satisfaction

Companies should take steps to ensure their employees are happy in their jobs as it affects their productivity and outlook on the job. When employees are happy in their jobs, they are more likely to put their best effort into their work and help the company achieve its objectives (Syamsudhuha & Abdurahman, 2024). Employees' general efficacy on the job is heavily dependent on their level of job satisfaction.

Job satisfaction can be thought of as an employee's emotional state reflecting their attitude toward their work. This attitude can be shaped by a multitude of factors, including their work environment, interpersonal relationships, rewards, and other physical and psychological aspects (Tonia & Romi, 2025). According to this school of thought, job satisfaction may be defined as the subjective experience that workers report experiencing as a consequence of their efforts, good or bad (Meiliyana & Lestari, 2024). Job satisfaction may also be described as an attitude or emotion that leads to an individual's intrinsic enjoyment and contentment with their work (Bonita & Abdurahman, 2024).

Many factors, both internal to the worker and external to the work itself, contribute to the level of job satisfaction. Employee variables and work factors are the two main types of elements that might affect an employee's level of job satisfaction (Mangkunegara, 2017). Individual traits of employees include things like IQ, talents, age, gender, health, education, job history, tenure, emotional stability, perspectives, and work ethic. At the same time, aspects of a job include the nature of the work itself, the company's structure, the employee's rank and position within it, the competency of their supervisors, the stability of their income, the likelihood of advancement, and the quality of their relationships with coworkers and others.

In a similar vein, one could argue that a number of critical factors impact job satisfaction. These include, but are not limited to, fair and adequate wages, skill-matching employment, job difficulty, work environment, availability of

equipment, leadership attitude, and the degree to which work is monotonous or varied (Hasibuan, 2017).

Job satisfaction is critical to an organization's long-term viability, according to a number of studies. Especially in industries like construction and services, where workers are subjected to high levels of stress, employee job satisfaction is a key factor in retaining a loyal staff and improving organizational performance (Dimas et al., 2025). A number of other research have shown that a healthy work-life balance and reasonable workload significantly increase workers' happiness on the workplace (April, 2024). These results are consistent with previous studies that found a favorable and statistically significant relationship between work-life balance and employee happiness on the workplace (Princessa, 2024).

This study's assumptions about the importance of job satisfaction, which are based on theory and prior research, are that it is a strategic variable that affects organizational performance and sustainability via its relationship to workload also work-life balance.

H3: Workload and work-life balance have a positive effect on the job satisfaction of operational employees at PT. XYZ Bandung.

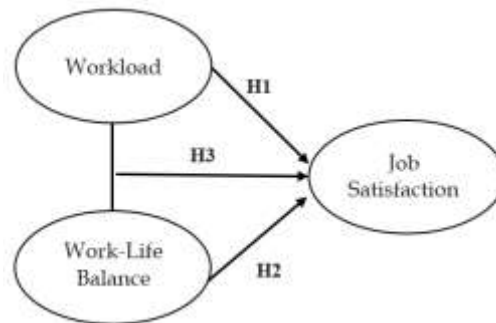


Figure 1. Conceptual Framework

METHODOLOGY

The population was used to determine the respondents in this quantitative study. The research population consisted of 34 permanent employees of PT. XYZ who had worked for more than 3 years. The researchers used questionnaires, interviews, and documentation as data collection methods. SPSS version 27 was used as a measurement tool to test the data. Quantitative descriptive and quantitative associative methods were used by researchers to analyze the data. This research used SPSS 27 for data processing and interpretation to develop tests for validity, reliability, classical assumptions, multiple regression, and hypothesis testing. Finding out how much of a partial and simultaneous contribution independent variables (X) have on dependent variables (Y) is the main goal of hypothesis testing. The outcomes of the tests might reveal the acceptance or rejection of the hypothesis.

RESEARCH RESULTS AND DISCUSSION

Validity and Reliability Test

Researchers sent out surveys to 34 operational staff members to find out their thoughts on workload, work-life balance, and overall happiness on the job. In order to ensure validity and reliability, the researchers used SPSS 27 software.

Table 1. Validity Test

Variable	r_{count}	r_{table}	Description
Workload			
X1.1	0,868	0,339	Valid
X1.2	0,890		Valid
X1.3	0,820		Valid
X1.4	0,839		Valid
X1.5	0,835		Valid
X1.6	0,817		Valid
X1.7	0,799		Valid
X1.8	0,882		Valid
Work-Life Balance			
X2.1	0,768	0,339	Valid
X2.2	0,808		Valid
X2.3	0,844		Valid
X2.4	0,848		Valid
X2.5	0,805		Valid
X2.6	0,833		Valid
X2.7	0,841		Valid
X2.8	0,885		Valid
X2.9	0,878		Valid
Job Satisfaction			
Y1.1	0,831	0,339	Valid
Y1.2	0,818		Valid
Y1.3	0,839		Valid
Y1.4	0,857		Valid
Y1.5	0,758		Valid
Y1.6	0,850		Valid
Y1.7	0,920		Valid
Y1.8	0,876		Valid
Y1.9	0,885		Valid
Y1.10	0,852		Valid
Y1.11	0,818		Valid
Y1.12	0,788		Valid
Y1.13	0,904		Valid

All of the claims in the questionnaire questions are legitimate, according to the validity test findings (Table 1), because the estimated r value is higher than the table r value of 0.339. These results revealed research tool can reliably measure the investigated variables.

Table 2. Reliability Test

Variable	Cronhbach's Alpha	N Of Items	Description
Workload (X1)	0,942	8	Reliable
Work-Life Balance (X2)	0,944	9	Reliable
Job Satisfaction (Y)	0,966	13	Reliable

Table 2 also shows reliability test findings using Cronbach's Alpha values, which are more than 0.70. This means the questionnaire is consistently reliable for research data collection.

Classical Assumption Test

This study's regression model satisfies all analytical criteria, according to the findings of the classical assumption test. The data are normally distributed, according to the normalcy test, which yielded a significance score of $0.220 > 0.05$. In addition, the tolerance value was $0.225 > 0.10$ and the VIF value was $4,451 < 10$, indicating that the independent variables do not exhibit any signs of multicollinearity. Furthermore, neither the workload variable nor the work-life balance variable displays any signs of heteroscedasticity in the regression model; the tests yielded significant values of 0.182 and 0.654, respectively, which are higher than the 0.05 threshold. Once the regression model passes all of these traditional assumption tests, it may be considered ready for further investigation.

Table 3. Multiple Linear Regression Test

Variable	Unstandardized Coefficients
	β
Constant	4,120
Workload	0,725
Work-Life Balance	0,696

Dependent variable Job Satisfaction

The multiple regression equation is given by the outcome of study in Table 3:

$$Y = 4,120 + 0,725X_1 + 0,696X_2 \quad (1)$$

It can be concluded that:

1. First, if workload and work-life balance are both set to zero, the job satisfaction variable will be 4,120, as it is a constant.
2. A partial positive regression coefficient of 0.725 for the workload variable indicates that contentment with one's employment will rise by 0.725 units for every one-unit improvement in competence.
3. In terms of job satisfaction, a one-unit improvement in work-life balance is associated with a 0.696-unit increase, as shown by the slightly positive regression coefficient of 0.696 for this measure.

Table 4. Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.924 ^a	.853	.844	3.736

a. Predictors: (Constant), Total_X2, Total_X1

b. Dependent Variable: Total_Y

The dependent variable's variation may be explained by the independent factors to the tune of 85.3% (R squared = 0.853; see Table 4). This shows that there is a very significant relationship between job satisfaction and both workload and

work-life balance. Additionally, additional variables that were not considered account for 14.7%.

Partial Test (t-Test)

In part, we used a t-test in SPSS version 27 to examine the relationship between job satisfaction (Y) and the variables of workload (X1) and work-life balance (X2). Comparing the computed t-value to the table t-value allowed us to decide whether to accept or reject the hypothesis. First, we calculated the degrees of freedom (df) by subtracting the number of variables (k) from the number of respondents (N), which is equal to the number of variables, and then we acquired the t-table value. The t-table value was 2,040, and the degree of freedom (df) was 31, with 34 respondents and three study variables.

Table 5. Partial Test Results

Variable	tvalue	Ttable	Sig.	Prob.	Description
Workload	3,336	2,040	0,000	0,05	Significant
Work-Life Balance	3,222	2,040	0,000	0,05	Significant

With a t-value of 3.336 – higher than the t-table value of 2,040 – the partial hypothesis test proves that workload positively affects employee job satisfaction. Consequently, the hypothesis is accepted. Employees report higher levels of job satisfaction when their workload is reasonable and well handled, according to this study. Furthermore, the findings of the partial test support the hypothesis that work-life balance positively affects job satisfaction; the t-value of 3,222 is higher than the t-table value of 2,040. This demonstrates that a healthy work-life balance is associated with higher levels of job satisfaction among employees. Consistent with other research, this study found that a healthy work-life balance and reasonable workload significantly increased workers' happiness on the job (April, 2024;Princessa, 2024).

Simultaneous Test (f-Test)

The purpose of this research was to investigate how operational personnel' job satisfaction was impacted by workload and work-life balance at PT. XYZ using a simultaneous testing approach.

Table 6. Simultaneous Test Results

Variable	f _{value}	f _{table}	Sig.	Prob.	Description
Workload and Work-Life Balance on Job Satisfaction	89,983	3,32	0,000	0,05	Significant

The decision to reject H0 and accept Ha is supported by the results of the SPSS version 27 calculation, which show that the f value of 89,983 > (f table) 3,32 and the significance value of 0.000 < 0.05. Therefore, it can be inferred that employee job satisfaction is influenced by both workload and work-life balance.

CONCLUSIONS

The survey found that operational personnel at PT. XYZ are more satisfied with their jobs when they have a good work-life balance and a manageable

workload. Both a healthy work-life balance and a workload that is proportionately handled have been shown to boost employee job satisfaction. At the same time, work-life balance and workload significantly impact job satisfaction ($R^2 = 0.853$, or 85.3%). This indicates that these two factors account for the majority of the variance in employee job satisfaction.

RECOMMENDATIONS

The study recommends that PT. XYZ enhance its workload management practices by regularly assessing the mental, emotional, and time demands of its employees and distributing tasks in a way that takes their abilities into account. This will help to ensure that everyone's workload is fair and balanced.

Companies could also make modifications to workloads and create work-life balance rules that allow workers greater flexibility over their schedules and less time spent working during personal and family activities. It is believed that these endeavors would lead to a harmony between one's professional and private lives.

Businesses can help their employees be happier in their jobs by doing things like making sure everyone knows their exact role, paying them a fair wage, being upfront about how they can advance in their careers, and fostering a supportive supervisory culture and positive working relationships among employees.

ADVANCED RESEARCH

To further understand the elements that impact job satisfaction, future researchers could broaden the scope of this study to include other pertinent variables such organizational citizenship behavior (OCB), work environment, salary, work flexibility, stress, and motivation. Furthermore, in order to make the research applicable and present a more comprehensive picture in other organizational situations, future researchers might broaden the object and sector of study. In order to achieve more thorough and extensive study findings, future studies might use, create, or include measuring indicators for every research variable.

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