

## THE EFFECT OF WORKLOAD AND STRESS ON PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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### Abstract

This study aims to analyze the effect of workload and stress on employee performance with job satisfaction as an intervening variable. This study was conducted at PT Tumbakmas Niagasakti in the Central Java area, Indonesia. The research method used is quantitative, with primary data collection through questionnaires using Google Forms. Of the 191 respondents who met the criteria, 170 respondents (89%) provided valid data. Data analysis was conducted using Statistical Product and Service Solutions (SPSS). The results showed that workload and stress have a positive effect on performance and job satisfaction. Other results show that, in addition to job satisfaction having a positive effect on performance, job satisfaction is also proven to mediate the relationship between workload and stress on performance. These findings can be a reference for management to manage workload and stress to improve employee satisfaction and performance.

**Keywords:** Performance, Workload, Stress, Job Satisfaction

## INTRODUCTION

Human Resource Management (HRM) has a very strategic role, making it a crucial element in a company. Unlike other factors, human resources are considered the most valuable asset. Therefore, to realize the company's strategic vision and mission, competent, reliable and qualified individuals are needed. Excellent human resources will greatly contribute to the achievement of company goals, because they are the ones who carry out the function of managing, regulating, and mobilizing all resource activities in the company (Septiani et al., 2025).

PT Tumbakmas Niagasakti (TNS), a subsidiary of the Rodamas Group, has evolved since 2003 into one of the leading distributors and *logistics providers* in Indonesia. With distribution coverage from Sabang to Merauke, TNS serves more than 200,000 customers directly through an extensive warehouse network, a truck fleet of more than a thousand units, as well as information technology support and a competent team. TNS offers end-to-end marketing solutions-including distribution, logistics, sales, and information management-with a commitment to fast service and competitive pricing. The company has a vision to become one of the top five distribution companies in Indonesia, with a mission to add value to society through courageous innovation and professionalism (Niagasakti, 2025).

As a national-scale distribution company with a coverage area from Sabang to Merauke, PT Tumbakmas Niagasakti is required to maintain operational effectiveness and efficiency consistently. In its implementation, salespeople are the spearhead of the company in ensuring products reach consumers with sales targets that must be achieved every day. Facing a dynamic and stressful work environment, salespeople are faced with high workloads and demands for strict target achievement, which in turn can affect their work stress levels. Workload and work stress are important factors that can directly or indirectly affect job satisfaction and employee performance. Therefore, it is important to understand the extent to which workload and stress impact performance, and how job satisfaction can mediate the relationship in the context of distribution companies such as PT Tumbakmas Niagasakti (Pratiwi et al., 2022).

Employee performance in every organization plays a very important role in achieving company goals and success. Optimal performance not only reflects individual productivity, but is also an indicator of management success in creating a supportive work environment (Sembiring et al., 2021). The achievement of this performance is strongly influenced by various internal and external factors that interact with each other in the work environment. Among these various factors, workload and work stress are the two most significant factors and are often highlighted in the study of organizational behavior.

Performance comes from the term *performance* which is not only defined as the result or achievement of work, but also includes how the work process is carried out. Performance reflects work results that are closely related to the organization's strategic goals, customer satisfaction, and contribution to the economy (Armstrong and Baron in Budiasa, 2020). However, sales working conditions that are full of pressure and demands for target achievement, if not managed properly, risk causing prolonged stress which can ultimately reduce performance and mental well-being, and harm the company as a whole (Wulandari & Hafidz, 2023).

The first factor that affects performance is workload, according to Maulia et al., (2024) Excessive work pressure, including high workload, can trigger work stress which reduces motivation, concentration, and individual effectiveness. If the workload exceeds the ability or resources possessed, this can cause burnout and reduce work quality and productivity. This is in line with previous research conducted by Karina et al. (2025), Zahro and Abadiyah (2024) which states that workload has a negative effect on performance, while research conducted by Mayangsari, Farida and Khalikussabir (2022), Tinambunan (2022), Sinaga and Sihombing (2021) states that workload has a positive effect on performance. Research by Triatmaja, Nelwan, and Lengkong (2022) and Hakman, Suhadi, and Yuniar (2021) states that there is no influence between workload and performance.

In addition to workload, work stress is also a potential factor that can negatively affect employee performance. According to Prabowo et al., (2023) stress is understood as a reaction that arises in an effort to solve problems, which is influenced by individual differences and psychological processes. Stress arises as a response to an environment, situation, or event that demands a person's physical and psychological readiness. When job demands exceed an individual's ability to cope, this can lead to decreased productivity, work quality, and even increase the risk of errors in work (Zahrotulfarhah et al., 2024). Previous research conducted by Karina et al. (2025), Mustika, Tanuwijaya, and Gunawan (2023) and Hakman et al. (2021) said that job stress has a negative effect on performance, while research Tinambunan (2022) has a positive effect, as well as research conducted by Zahro and Abadiyah (2024), Mayangsari et al. (2022) and Triatmaja et al. (2022) states that there is no influence between job stress and performance.

The third factor that affects performance is job satisfaction. Job satisfaction according to Uma & Swasti (2024) is a positive attitude that arises from employees' feelings towards their work, which is based on their perception or assessment of the conditions or work environment experienced. Satisfied employees will be more enthusiastic in completing tasks, maintaining the quality of work results, and contributing optimally to the achievement of organizational goals (Zahro & Abadiyah, 2024). Research conducted by Aniversari (2022) and Mutiara (2021) states that job satisfaction has a positive effect on performance, while research conducted by Mustika et al. (2023), states that there is a negative influence, while Kurnianto and Kharisudin (2022) and Sembiring, Jufrizen, and Tajung (2021) state that there is no influence between satisfaction and performance.

This research is a development of a study conducted by Zahrotulfarhah et al., (2024) which examines the effect of workload and work stress on performance. In this study, the authors added the variable job satisfaction as an intervening variable, referring to previous research by Zahro & Abadiyah (2024) which also examined the effect of workload and job stress on performance with job satisfaction as an intervening variable. Thus, this study aims to analyze the effect of workload and job stress on sales performance of PT Tumbakmas Niagasakti with job satisfaction as an intervening variable, in order to make an empirical and practical contribution in improving the work effectiveness and welfare of sales employees in the midst of high work pressure.

## REVIEW OF LITERATURE

### Effect of Workload on Performance

According to the Job Demands-Resources (JD-R) theory developed by Demerouti et al. (2001) in Jakobsson et al. (2023), workload is part of *job demands*, which is an aspect of work that requires continuous physical and/or psychological effort and can cause certain physiological and psychological effects. High workload, if not balanced with the availability of adequate *job resources* such as social support, autonomy, and feedback, tends to cause fatigue and reduce employee performance (Jakobsson et al., 2023). This is in line with research conducted by Karina et al. (2025), Zahro and Abadiyah (2024) which states that workload has a negative effect on performance.

**H<sub>1</sub>: Workload** negatively affects performance

### The Effect of Job Stress on Performance

Excessive job stress can cause physical and mental fatigue, thus negatively affecting employee performance. According to the Job Demands-Resources (JD-R) theory from Jakobsson et al., (2023), job stress is included in *job demands* that drain energy, especially if it is not balanced with *job resources* such as support or a supportive work environment. This imbalance can reduce employee motivation, satisfaction, and performance. This is in line with research conducted by Karina et al. (2025), Mustika, Tanuwijaya, and Gunawan (2023) and Hakman et al. (2021) with the results of the study that work stress has a negative effect on performance.

**H<sub>2</sub>: Job stress** has a negative effect on performance

### The Effect of Workload on Job Satisfaction

In the Job Demands-Resources (JD-R) theory, high workload is included in the category of *job demands* that can reduce job satisfaction if not balanced with *job resources* such as social support or a positive work environment. If a person carries a workload that is too heavy and feels depressed, it is likely that the person will feel dissatisfied with their job (Siboro, 2022). Without this balance, workload tends to cause stress and negatively impact employee satisfaction (Jakobsson et al., 2023). This is in line with previous research conducted by Yuridha (2022), Siboro (2022) and Sari and Hasyim (2022) with the research results that workload has a negative effect on job satisfaction.

**H<sub>3</sub>: Workload** negatively affects job satisfaction

### The Effect of Job Stress on Job Satisfaction

Feelings of stress are often experienced by employees due to various pressures in the work environment. In an organization, it is important to have a balance between personal and work life. Job stress is a condition of pressure experienced by individuals that exceeds their limits. The lower the level of job stress, the higher the level of job satisfaction felt by employees (Siboro, 2022). This is in line with the Job Demands-Resources (JD-R) theory which states that *job stress* arises from high job demands that are not balanced with the availability of *job resources* (Jakobsson et al., 2023). When job stress can be minimized through organizational support, job satisfaction tends to increase. This finding is also supported by previous research, namely Jaysan, Sudari, and Pambreni (2024), Galib,

Lewaherilla, and Widokarti (2023), and Yuridha (2022) which shows that job stress is inversely related to job satisfaction.

**H4: Job Stress** negatively affects job satisfaction  
**The Effect of Job Satisfaction on Performance**

According to Goal Setting Theory by Locke and Latham in Rachman et al., (2024), clear and challenging goals can improve employee performance. In this case, job satisfaction plays an important role because satisfied employees tend to be more motivated to set and achieve work targets. The higher the perceived job satisfaction, the greater the commitment and effort of employees in achieving goals, which ultimately has a positive impact on performance (Mayangsari et al., 2022). This is in line with research conducted by Mutiara (2021), Aniversari (2022) which states that job satisfaction has a positive effect on performance.

**H5: Job Satisfaction** has a positive effect on performance  
**Job Satisfaction Mediates the Effect of Workload on Performance**

Based on the Job Demands-Resources (JD-R) theory by Jakobsson et al., (2023), workload is included in job demands that can reduce job satisfaction if not balanced with adequate resources. Job satisfaction acts as a mediator that bridges the relationship between workload and performance. This means that high workload can reduce satisfaction, which in turn has a negative impact on employee performance. This is in line with research conducted by Zahro and Abadiyah (2024) which states that job satisfaction mediates the effect of workload on performance.

**H6: Job satisfaction** mediates the effect of workload on performance  
**Job Satisfaction Mediates the Effect of Job Stress on Performance**

According to Jakobsson et al., (2023) Job Demands-Resources (JD-R) theory, job stress is a form of job demands that can drain employees' physical and psychological energy. If job stress is not balanced with adequate work resources, this can reduce job satisfaction. Job satisfaction then acts as a mediator linking job stress and performance, where low levels of satisfaction due to high job stress will have a negative impact on employee performance. Therefore, maintaining a balance between work demands and available resources is very important to maintain satisfaction and optimal performance. This is in line with research conducted by ratiwi, Atul Hidayati, and Muhdiyanto (2022) which shows that job satisfaction mediates the relationship between job stress and performance.

**H7: Job satisfaction** mediates the effect of job stress on performance

## **RESEARCH METHOD**

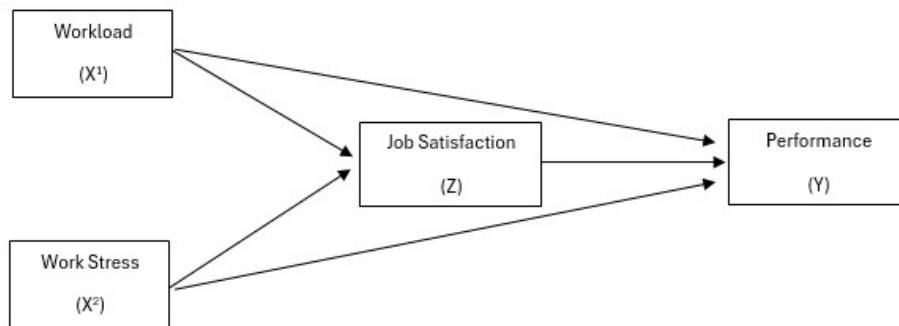
This research was conducted on sales at PT Tumbakmas Niagasakti in the Central Java area. The study population was 190 sales people with sampling techniques using purposive sampling, permanent employees, and minimum work period criteria of 1 year and respondents who met the criteria were 190 people with a response rate of 170 people or 89.47% of the total population who met the criteria. The questionnaire was distributed directly to sales of PT Tumbakmas Niagasakti in the Central Java area via google form. Likert

scale is used to measure primary data from strongly agree to strongly disagree and then processed using SPSS 23 analysis tool.

Each variable in this study has indicators that have been determined based on the opinions of experts. Employee performance indicators according to Mangkunegara (2013) in Sinaga & Sihombing, (2021) consists of five aspects, namely quality, quantity, responsibility, cooperation, and initiative. Meanwhile, job satisfaction indicators refer to Sari & Hasyim (2022), which includes work, wages, promotions, supervisors, and coworkers. For workload variables, Koesomowidjojo in Sinaga & Sihombing (2021) put forward four main indicators, namely work conditions, use of working time, targets to be achieved, and work environment.

The indicators of job stress refer to the opinion of T. H. Handoko in Siboro (2022), which includes excessive workload, pressure or time pressure, inadequate supervisor quality, unfavorable work climate, insufficient authority to complete responsibilities, role vagueness, frustration, and role conflict. These four variables and their indicators form the basis of the measurements used in this study. Performance is the dependent variable, workload and job stress are the independent variables, and job satisfaction is the intervening variable in this study. The relationship for each variable is depicted in Figure 1.

**Figure 1.**  
**Research Model**



**RESULTS AND DISCUSSION**

**Table 1.**  
**Respondent Characteristics**

<b>Respondent Demographics</b>	<b>Total</b>	<b>Percentage</b>
<b>Gender</b>		
Men	17	100%
Female	0	0
<b>Age</b>		
21-25 Years	11	6.47%
26-30 Years	51	30.00%
31-35 Years	64	37.65%

36-50 Years	28	16.4%
41-45 Years	16	9.41%
<b>Length of Service</b>		
<1 Year	48	28.24%
>1 Year	122	71.76%

### Respondent Characteristics

The characteristics of respondents in this study include gender, age, and length of work. All respondents were male as many as 170 people (100%). Based on age, the majority of respondents are in the age range of 31-35 years as many as 64 people (37.65%), followed by 26-30 years old as many as 51 people (30%), then 36-50 years old as many as 28 people (16.4%), 41-45 years old as many as 16 people (9.41%), and those aged 21-25 years as many as 11 people (6.47%). In terms of length of work, the majority of respondents have worked for more than 1 year as many as 122 people (71.76%), while those who worked for less than 1 year were 48 people (28.24%). This data shows that most respondents have sufficient work experience and are at a productive age.

### Descriptive Statistics

**Table 2.**  
**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
<b>X<sub>1</sub> (Workload)</b>	170	10.00	35.00	23.2118	4.70702
<b>X<sub>2</sub> (Job Stress)</b>	170	9.00	31.00	21.0176	4.25166
<b>Z (Job Satisfaction)</b>	170	8.00	29.00	20.4882	4.28184
<b>Y (Performance)</b>	170	10.00	33.00	22.3471	4.01957

Based on the results of descriptive analysis of 170 respondents, the following information was obtained. First, the workload variable has an average of 23.2118, with a minimum value of 10 and a maximum of 35. This value indicates that the workload felt by respondents is in the moderate category. Second, job stress shows an average of 21.0176 with a value range of 9 to 31, which also indicates that the level of job stress is in the moderate category. Third, the job satisfaction variable recorded an average of 20.4882, with a minimum value of 8 and a maximum of 29. This shows that respondents' job satisfaction is quite good, although not high. Finally, employee performance shows an average of 22.3471 with a minimum value of 10 and a maximum of 33, which reflects that respondents' performance is generally quite good.

### Instrument Test

The validity test is carried out to ensure that each statement item in the questionnaire is able to measure the intended variable. Based on the results of data processing using SPSS, all items on the Workload (X<sub>1</sub>), Job Stress (X<sub>2</sub>), Job Satisfaction (Z), and Performance (Y)

variables show a p-value of 0.000, which is smaller than the alpha value of 0.05. Thus, all items are declared valid and suitable for use in research.

The reliability test aims to measure the consistency and reliability of the research instrument. The test results show that the Cronbach's Alpha value of each variable is: Workload ( $X_1$ ) of 0.617, Job Stress ( $X_2$ ) of 0.754, Job Satisfaction ( $Z$ ) of 0.738, and Performance ( $Y$ ) of 0.688. All values are above the minimum limit of 0.60, so the instrument is declared reliable and can be trusted as a variable measuring instrument.

**Classical Assumption Test**

Classical assumption tests were conducted prior to regression analysis, including normality, multicollinearity, and heteroscedasticity tests. The normality test using the Kolmogorov-Smirnov method shows a significance value of 0.200 in both equations, greater than 0.05, so the residual data is normally distributed.

The multicollinearity test is seen from the tolerance and VIF values. In the first equation, all variables have a tolerance of 0.912 and VIF of 1.097. In the second equation, tolerance ranged from 0.387-0.852 and VIF between 1.174-2.583. Since all VIF values are <10, there are no multicollinearity symptoms.

The heteroscedasticity test using the scatterplot shows a random distribution of points and does not form a pattern in both equations. This indicates that there is no heteroscedasticity in the model.

**Table 3.**  
**Hypothesis Results**

<b>Hypothesis</b>	<b>B</b>	<b>Sign</b>	<b>Results</b>
H <sub>1</sub> Workload negatively affects performance	0.474	0.000	<b>H<sub>1</sub> Rejected</b>
H <sub>2</sub> Work stress has a negative effect on performance	0.235	0.000	<b>H<sub>2</sub> Rejected</b>
H <sub>3</sub> Workload negatively affects job satisfaction	0.157	0.001	<b>H<sub>3</sub> Rejected</b>
H <sub>4</sub> Job Stress negatively affects job satisfaction	0.719	0.000	<b>H<sub>4</sub> Rejected</b>
H <sub>5</sub> Job Satisfaction has a positive effect on performance	0.207	0.002	<b>H<sub>5</sub> Accepted</b>

Referring to the output results obtained, all variables show a positive and significant effect on the intended variable, which means that it is not in accordance with the direction of the previously proposed hypothesis. First, the relationship between the Workload variable ( $X_1$ ) and Performance ( $Y$ ) shows a significance value of 0.000 with a coefficient value of 0.474. Since this result shows a significant positive effect, while the initial hypothesis states a negative effect, Hypothesis 1 is rejected. Second, the relationship between Job Stress ( $X_2$ ) and Performance ( $Y$ ) produces a significance value of 0.000 with a coefficient of 0.235,

which also shows a significant positive effect, so Hypothesis 2 is rejected. Third, the relationship between Workload ( $X_1$ ) and Job Satisfaction ( $Z$ ) shows a significance value of 0.001 with a coefficient value of 0.157, which means there is a significant positive effect, so Hypothesis 3 is also rejected. Fourth, the relationship between Job Stress ( $X_2$ ) on Job Satisfaction ( $Z$ ) has a significance value of 0.000 and a coefficient of 0.719, meaning that there is a significant positive effect and Hypothesis 4 is rejected. Finally, the relationship between Job Satisfaction ( $Z$ ) and Performance ( $Y$ ) shows a significance value of 0.002 with a coefficient of 0.207. These results are in line with the hypothesis, which states that there is a positive influence, so Hypothesis 5 is accepted.

**Table 4.**  
**Sobel Test Calculation**

Moderation Effect	A x B	A <sup>2</sup>	B <sup>2</sup>	SeA <sup>2</sup>	SeB <sup>2</sup>	With	Results
H <sub>6</sub> Job satisfaction mediates the effect of workload on performance	0.010	0.157	0.207	0.046	0.066	2.309	<b>H<sub>6</sub> Accepted</b>
H <sub>7</sub> Job satisfaction mediates the effect of job stress on performance	0.002	0.719	0.207	0.051	0.066	3.061	<b>H<sub>7</sub> Accepted</b>

Description:

- A = Standardized coefficient of the independent variable on the mediating variable
- B = Standardized coefficient of the mediating variable on the dependent variable
- SeA = Standard error of the effect of the independent variable on the mediating variable
- Se B = Standard error of the effect of the mediating variable on the dependent variable

Based on the results of the Sobel test, it is known that the variable Job Satisfaction ( $Z$ ) is proven to partially mediate the relationship between the variables Workload ( $X_1$ ) and Work Stress ( $X_2$ ) on Performance ( $Y$ ). This is indicated by the two-tailed probability value of 0.0209 on the effect of Workload on Performance through Job Satisfaction, and 0.0022 on the effect of Job Stress on Performance through Job Satisfaction, both of which are smaller than 0.05. Thus, it can be concluded that Hypothesis 6 and Hypothesis 7 are accepted.

**Workload Negatively Affects Performance**

The relationship between the Workload variable ( $X_1$ ) and Performance ( $Y$ ) shows a significance value of 0.000 with a positive coefficient value of 0.474. These results indicate a significant positive influence between workload and employee performance. Thus, the initial hypothesis stating that workload has a negative effect on performance is rejected. This finding is different from the initial assumption but can be understood in the context of the Job Demands-Resources (JD-R) theory developed by Demerouti et al. (2001) and further explained by Jakobsson et al. (2023). According to the theory, workload is included in job demands, which are aspects of work that demand sustained physical and psychological effort and have the potential to cause negative impacts. However, if workload is balanced with the

availability of adequate job resources such as social support, autonomy, and sufficient feedback, this can actually motivate employees and improve their performance. Therefore, the results of this study indicate that the workload experienced by respondents is likely to be supported by sufficient job resources, thus having a positive influence on performance. This research is in line with research conducted by Mayangsari, Farida, and Khalikussabir (2022), Tinambunan, (2022), Sinaga and Sihombing (2021), which states that workload has a significant positive effect on performance.

### **Job Stress Negatively Affects Performance**

The relationship between the variable Job Stress ( $X_2$ ) and Performance (Y) shows a significance value of 0.000 with a positive coefficient of 0.235. These results indicate a significant positive influence of job stress on employee performance. Thus, the initial hypothesis stating that work stress has a negative effect on performance is rejected. Although in theory excessive job stress can cause physical and mental fatigue that negatively affects performance, as explained in the Job Demands-Resources (JD-R) theory by Jakobsson et al., (2023), job stress is categorized as job demands that drain energy. However, if the stress is balanced by adequate job resources, such as social support and a conducive work environment, this can motivate employees and actually improve their performance. Therefore, the results of this study indicate that the job stress experienced by respondents may be accompanied by sufficient resources to have a positive influence on performance. This is in line with previous research conducted by Tinambunan (2022) and Pratiwi et al., (2022).

### **Workload Negatively Affects Job Satisfaction**

The relationship between Workload ( $X_1$ ) and Job Satisfaction (Z) shows a significance value of 0.001 with a positive coefficient of 0.157, which indicates a significant positive influence between workload and job satisfaction. Therefore, Hypothesis 3 which states that workload has a negative effect on job satisfaction is rejected. Feelings of stress that arise due to work pressure are often experienced by employees, and the balance between job demands and available resources is very important in this context. In accordance with the Job Demands-Resources (JD-R) theory proposed by Jakobsson et al., (2023), job stress occurs when job demands exceed the availability of job resources. When the organization is able to provide adequate support, job stress can be minimized so that employee job satisfaction actually increases (Siboro, 2022). The results of this study indicate that the increase in workload on respondents is offset by the availability of sufficient resources so that it contributes positively to job satisfaction. This is in line with research conducted by Astuti, Herawati, and Sepytarini (2022), Siboro (2022), Sari and Hasyim (2022) and Mutiara (2021) which states that workload has a positive effect on job satisfaction.

### **Job Stress negatively affects job satisfaction**

The relationship between Job Stress ( $X_2$ ) and Job Satisfaction (Z) shows a significance value of 0.000 with a positive coefficient of 0.719, which indicates a significant positive influence between job stress and job satisfaction. Therefore, Hypothesis 4 which states that job stress has a negative effect on job satisfaction is rejected. The stress experienced by employees often comes from the pressure of the work environment, so it is

important for organizations to maintain a balance between job demands and available support. In accordance with the Job Demands-Resources (JD-R) theory from Jakobsson et al., (2023), job stress arises due to high job demands that are not balanced with adequate job resources. When job stress can be reduced through organizational support, employee job satisfaction tends to increase (Siboro, 2022). The results of this study indicate that although job stress increases, the support that exists in the work environment is likely to affect job satisfaction positively. This is in line with research conducted by Wulanndari (2025), Wulanndari and Hafidz (2023), Astuti et al. (2022) and Siboro (2022), which states that job stress has a positive effect on job satisfaction.

### **Job Satisfaction has a positive effect on performance**

The relationship between Job Satisfaction (Z) and Performance (Y) shows a significance value of 0.002 with a coefficient of 0.207. This result is in accordance with the hypothesis which states a positive influence, so Hypothesis 5 is accepted. According to Goal Setting Theory by Locke and Latham in Rachmad (2022), clear and challenging goals can improve employee performance. Job satisfaction plays an important role because satisfied employees tend to be more motivated to set and achieve work targets. The higher the job satisfaction, the greater the commitment and effort of employees in achieving goals, thus having a positive impact on performance (Mayangsari et al., 2022). Research that is in line with this research is Mutiara (2021), Aniversari (2022) which states that job satisfaction has a positive effect on performance.

### **Job satisfaction mediates the effect of workload on performance**

Based on the Sobel test, the Job Satisfaction variable (Z) is proven to partially mediate the relationship between Workload ( $X_1$ ) and Performance (Y). This is indicated by the two-tailed probability value of 0.0209 which is smaller than 0.05. Thus, Hypothesis 6 is accepted.

According to the Job Demands-Resources (JD-R) theory by Jakobsson et al., (2023), workload is one of the job demands that can reduce job satisfaction if not balanced with adequate resources. Job satisfaction acts as a mediator that bridges the effect of workload on performance, meaning that high workload can reduce job satisfaction which then has a negative impact on employee performance. This is in line with research conducted by Zahro and Abadiyah (2024).

### **Job satisfaction mediates the effect of job stress on performance**

Based on the Sobel test, the Job Satisfaction variable (Z) also partially mediates the relationship between Job Stress ( $X_2$ ) and Performance (Y), with a two-tailed probability value of 0.0022 which is smaller than 0.05. Therefore, Hypothesis 7 is accepted.

According to Jakobsson et al., (2023) in the Job Demands-Resources (JD-R) theory, job stress includes job demands that drain employees' physical and psychological energy. If not balanced with adequate work resources, job stress can reduce job satisfaction. Job satisfaction acts as a mediator that connects job stress with performance, so that low levels of satisfaction due to high job stress have a negative impact on performance. Maintaining a balance between work demands and resources is important to maintain satisfaction and optimal performance. This is in line with research conducted by Pratiwi et al., (2022).

## CONCLUSION

Based on the results of data analysis and discussion, this study concludes that workload and work stress positively and significantly affect job satisfaction and employee performance. This means that the higher the workload and stress experienced by employees, the higher the job satisfaction and performance, contrary to the initial hypothesis proposed. In addition, job satisfaction is proven to have a positive and significant effect on performance and acts as a mediator in the relationship between workload and job stress on employee performance. This finding provides a new perspective on the Job Demands-Resources (JD-R) theory, where in certain contexts, job demands such as workload and stress can encourage increased performance and job satisfaction, provided that individuals have the capacity and resources to manage them adaptively.

However, this study has several limitations that need attention. First, this study was only conducted in one company so that the results cannot be generalized to organizations with different characteristics. Second, the variables analyzed were limited to workload, job stress, job satisfaction, and performance without involving other factors that may be influential, such as work motivation or work-life balance. Third, the use of a cross-sectional survey method does not allow us to see changes in the relationship between variables over a long period of time.

Based on these conclusions, it is recommended that company management manage workload fairly and in accordance with employee capacity to prevent excessive stress that can reduce satisfaction and performance. A supportive work environment as well as stress management and time management training are also important to implement so that employees can better manage work pressure. In addition, increasing job satisfaction through adequate compensation, recognition of work results, and career development opportunities needs to be a priority to increase motivation and work performance.

Future researchers are expected to expand this research model by adding other variables that have the potential to affect employee performance, such as motivation, organizational commitment, or work-life balance. A longitudinal approach can also be used to obtain a more in-depth picture of the dynamics of the relationship between variables over time.

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