



**ANALYSIS OF THE EFFECT OF WORKLOAD, MOTIVATION, AND JOB
SATISFACTION ON EMPLOYEE PERFORMANCE (STUDY AT INDOMIE FOOD
STALLS IN SOLO RAYA)**

Muchammad Reza Pahlevy¹

Universitas Muhammadiyah Surakarta, Surakarta, Indonesia

b100220536@student.ums.ac.id

Farid Wajdi^{2*}

Universitas Muhammadiyah Surakarta, Surakarta, Indonesia

farid.wajdi@ums.ac.id*

Abstract

This study investigates the influence of workload, motivation, and job satisfaction on employee performance in Indomie food stalls across the Solo Raya region. Employing a quantitative research design, the study translates abstract concepts into measurable indicators, enabling precise empirical analysis of the relationships among the variables. Workload is defined as the mental and physical demands placed on employees, motivation as the internal drive to achieve objectives, and job satisfaction as positive emotional responses to work experiences. Data were collected through purposive sampling of active employees using validated Likert-scale questionnaires, and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that motivation and job satisfaction significantly and positively affect employee performance, while workload shows a negative but non-significant effect. Despite providing valuable insights, the model explains only 36.2% of the variance in employee performance, suggesting additional factors such as leadership style, work environment, or discipline may influence outcomes. Future research is recommended to broaden the study context, incorporate additional variables, and refine measurement instruments, particularly for workload, to better capture the dynamics of informal culinary work environments.

Keywords: Employee performance, Job satisfaction, Motivation, Workload, Work environment



INTRODUCTION

In today's competitive business landscape, organizations of all scales from large corporations to small and medium enterprises are increasingly required to maximize the potential of their human resources. A study by Putro (2024) emphasizes that human capital substantially influences employee performance, which in turn determines an organization's ability to innovate and achieve long-term objectives. Optimal employee performance, however, does not solely depend on internal personal attributes; workplace conditions also play a substantial role (De Dieu, 2022). Within the microbusiness sector, culinary-based enterprises have shown significant expansion, illustrated by the rapid rise of *Warung Makan Indomie* (Warmindo) outlets across various regions, including Sukoharjo. These establishments, frequently located near offices and university areas, tend to experience high customer traffic during peak hours. Field observations indicate that long waiting lines and complaints about slow service delivery are common, suggesting performance inefficiencies. Since the food and beverage sector relies heavily on service quality and customer satisfaction, strong employee performance becomes a crucial factor for sustaining business growth and retaining consumers (Hidayatullah et al., 2023).

In order to ensure optimal performance, several underlying aspects must be taken into consideration within the Warmindo work environment. Employees in this setting frequently experience unpredictable workloads, particularly during peak dining hours such as lunchtime and late evening. During these periods, workers are required to perform multiple duties simultaneously including taking customer orders, preparing meals, serving dishes, and finalizing transactions which demands a high level of multitasking. When these tasks accumulate without proper workload regulation, delays in service delivery may occur and interactions with customers may become less courteous. Zhang et al. (2023) emphasize that excessive work demands have the potential to deteriorate service quality, suggesting the necessity of balanced task allocation. Therefore, as highlighted by Yuslistyari and Kusmasari (2024), effective workload management strategies are essential to protect employee well-being and enhance overall work performance.

As labor-absorbing small enterprises, Warmindo establishments require a work atmosphere that is both engaging and conducive to productivity. Within this context, motivation plays a crucial role in enhancing employee performance. Supporting this view, the study by Syardiansah et al. (2021) emphasizes that employee motivation directly fosters enthusiasm at work and contributes



significantly to improved performance. Additionally, job satisfaction functions as a stabilizing factor that helps maintain employee loyalty and commitment to the organization.

One of the crucial aspects influencing employee performance is job satisfaction. Employees who experience a sense of appreciation and fulfillment within their workplace are more inclined to display strong loyalty and contribute productively. Alda et al. (2023) emphasized that recognition and satisfaction serve as meaningful drivers that substantially boost employee output. Likewise, the research by Faizah et al. (2025) revealed a close correlation between job satisfaction, employee motivation, and their overall work performance. These findings collectively highlight the significance of cultivating a supportive and healthy work environment, as well as managing workload effectively to stimulate optimal employee outcomes. Guided by these insights, the present study is directed toward examining the influence of workload, motivation, and job satisfaction on employee performance, focusing specifically on workers employed in Indomie food stalls across the Solo Raya region.

LITERATURE REVIEW

Workload

Workload represents a crucial organizational factor that shapes employee performance, as it reflects the amount of responsibility and tasks that must be handled within a certain timeframe. Scholars such as Mabrouri & Praningrum (2024) argue that productivity and job satisfaction may increase when workload is aligned with employee capacity and managed effectively. Additionally, Pratiwi et al. (2025) emphasize that workload can be categorized into physical demands, which involve bodily effort such as lifting or operating equipment, and mental demands, which require cognitive processing, concentration, or decision-making. Poor regulation of these demands may lead to excessive strain. Supporting this view, Ridwan et al. (2022) found that an overloaded work environment tends to reduce motivation, trigger emotional exhaustion, and ultimately lower job performance, whereas insufficient workload may result in boredom and declining productivity. Therefore, organizations are encouraged to conduct structured workload assessments to ensure alignment between job requirements and employee competence.

Motivation

Employee performance and productivity are strongly influenced by motivation, which plays a crucial role in shaping an individual's enthusiasm and



willingness to work. Widarko and Anwarodin (2022) describe motivation as a combination of internal and external forces that trigger, direct, and sustain a person's behavior toward specific objectives. In the framework of Self-Determination Theory, motivation operates through two dimensions: intrinsic and extrinsic. Kohnen et al. (2024) explain that intrinsic motivation emerges when individuals engage in tasks because they find them enjoyable, intellectually stimulating, or personally meaningful. Conversely, extrinsic motivation stems from influences outside the individual, such as rewards, social expectations, or authority pressures; Tunggal and Tangko (2024) state that this form of motivation arises when individuals act due to external demands, incentives, or consequences. Empirical evidence from Sharma and Vigneshwar (2024) further demonstrates that increased motivation regardless of its source enhances job satisfaction and subsequently improves overall employee performance. Thus, motivation serves as a fundamental psychological driver that enables employees to perform more effectively and achieve organizational goals.

Job satisfaction

Job satisfaction has evolved into a central construct within human resource management due to its strong association with employee behavior, motivation, and overall performance. Evidence from recent studies, including research by Agnes (2024), confirms that employees who experience higher levels of satisfaction tend to exhibit improved performance, greater engagement, and stronger work motivation. Essentially, job satisfaction reflects the degree to which an individual feels fulfilled, comfortable, and content with their daily work responsibilities, which develops when personal expectations align with the job environment and provided rewards. Memon et al. (2023) emphasize that this construct plays a vital role in ensuring organizational productivity, service quality, and employee retention. When satisfaction within the workplace is high, employees are generally more committed, efficient, and actively involved in achieving organizational goals. Conversely, inadequate satisfaction frequently triggers reduced performance and increased turnover rates. Pattali et al. (2024) further highlight that employee turnover not only disrupts operational stability but also generates additional financial burdens associated with hiring, onboarding, and training new personnel, as well as the loss of organizational knowledge and talent.

Employee performance

Employee performance plays a crucial role in determining the success and sustainability of an organization. It reflects the extent to which employees are capable of carrying out their duties and responsibilities in alignment with



established organizational expectations. As emphasized by Ngo et al. (2020), employee performance refers to the execution of assigned tasks while considering essential elements such as timeliness, accuracy, and operational efficiency. This perspective implies that performance assessment is not solely based on the final output but also on the process and effectiveness demonstrated during task completion. When employees consistently align their work behavior with organizational standards, they become valuable contributors to organizational progress and competitiveness. Wahyu and Ranto (2024) further explain that high-performing employees strengthen teamwork, streamline operational processes, minimize errors, and enhance overall organizational productivity, ultimately allowing the organization to achieve both short-term objectives and long-term goals more effectively.

Hypothesis Development

Workload Impact on Employee Performance

Employee performance can be shaped by various organizational factors, one of which is workload. Instead of being viewed simply as tasks assigned to an individual, workload has been described by Taufan et al. (2023) as an accumulation of responsibilities that must be completed within a specific timeframe. Empirical findings regarding its influence, however, do not consistently align. For instance, the study conducted by Adelia et al. (2024) revealed that a higher workload was associated with a significant increase in employee performance. Conversely, research by Sabiila et al. (2025) presented opposing results, indicating a negative and nonsignificant effect of workload on performance outcomes. Due to these contrasting conclusions, the present study proposes a hypothesis to re-examine the relationship between workload and employee performance:

H1: Workload has a negative and significant effect on employee performance.

Motivation for Employee Performance

Employee performance is strongly influenced by motivation, and leadership plays a critical role in ensuring employees remain driven to achieve organizational goals (Guruh, 2020). In organizational settings, performance can be understood as a mechanism through which individuals or teams assess, communicate, and execute their responsibilities by comparing expected outputs with actual results (Silaen et al., 2021). Furthermore, Oktiani et al. (2019) emphasized that higher motivation levels tend to foster improvement in employee achievements, which ultimately enhances overall work outcomes. This



perspective aligns with the empirical findings of Pang and Lu (2018) as well as Kapantow et al. (2020), who consistently reported a positive and significant correlation between motivation and employee performance. Based on this body of evidence, the proposed hypothesis states that motivation positively influences employee performance:

H2: Motivation has a positive and significant effect on employee performance.

Job Satisfaction towards Employee Performance

Employee performance is strongly influenced by motivation, and leadership plays a critical role in ensuring employees remain driven to achieve organizational goals (Guruh, 2020). In organizational settings, performance can be understood as a mechanism through which individuals or teams assess, communicate, and execute their responsibilities by comparing expected outputs with actual results (Silaen et al., 2021). Furthermore, Oktiani et al. (2019) emphasized that higher motivation levels tend to foster improvement in employee achievements, which ultimately enhances overall work outcomes. This perspective aligns with the empirical findings of Pang and Lu (2018) as well as Kapantow et al. (2020), who consistently reported a positive and significant correlation between motivation and employee performance. Based on this body of evidence, the proposed hypothesis states that motivation positively influences employee performance:

H3: Job satisfaction has a positive and significant effect on employee performance.

RESEARCH METHOD

This study utilizes a quantitative research design to examine how workload, motivation, and job satisfaction influence employee performance within Indomie food service establishments across the Solo Raya region. Prioritizing numerical measurement over subjective interpretation, the approach enables precise and empirical investigation of variable relationships through statistical analysis. To ensure clarity and measurability, operational definitions translate abstract concepts into observable indicators. Workload, adapted from Ali et al. (2022), is understood as the mental and physical demands imposed on employees within limited timeframes, measured via work pressure, monotony, and task overload. Motivation, following Anugrah et al. (2024), refers to the internal drive propelling employees to achieve objectives, reflected in initiative, enthusiasm, goal orientation, accountability, and creativity. Job satisfaction, also



based on Anugrah et al. (2024), captures employees' positive emotional responses to work experiences, represented through morale, enjoyment, discipline, and achievement. Employee performance, as defined by Umar and Norawati (2022), assesses how effectively duties are accomplished within a given period, using criteria such as output quantity, quality, teamwork, and time efficiency.

Data collection relied solely on primary sources, using closed-ended Likert-scale questionnaires distributed to purposively selected active employees of Warung Makan Indomie to ensure relevance and minimize bias. The instrument underwent rigorous validation and reliability testing, including convergent and discriminant validity checks, multicollinearity assessment through VIF, and internal consistency verification via Cronbach's Alpha and Composite Reliability. Analysis was conducted using PLS-SEM, starting with measurement model evaluation and continuing with structural model assessment. Explanatory power, predictive relevance, and effect size were examined using R^2 , Q^2 , and F^2 values, while hypothesis testing was based on path coefficients, t-statistics, and p-values at a 5% significance level to determine whether the predicted relationships were supported empirically.

RESULTS AND DISCUSSION

Structural Model Design

In this research model, the observed latent variables are measured through several reflective indicators. The first independent construct, Workload (X1), is operationalized using five measurable dimensions which encompass the amount of tasks handled, performance targets that must be achieved, feelings of monotony that may arise during work, excessive task load, and pressure resulting from job demands. The second independent variable, Motivation (X2), is identified through four manifestations such as the enthusiasm employees feel when completing assignments, the internal drive to achieve organizational objectives, the sense of responsibility employees possess, as well as their initiative and creativity in carrying out their duties. Meanwhile, the third independent construct, Job Satisfaction (X3), is represented through four indicators including enjoyment of the job, employees' moral attitude toward work, discipline levels, and the level of achievement obtained during work. Lastly, the dependent variable, Employee Performance (Y), is assessed through four evaluation points: the quality of work results, the volume or quantity of completed tasks, time efficiency in performing duties, and the ability to collaborate effectively within a team environment.



Data analysis

Table 1. Demographic Profile of Respondents (n = 113)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	90	79.65
	Female	23	20.35
Age	< 18 years	1	0.88
	18-25 years	60	53.10
	25-30 years	49	43.36
	> 30 years	3	2.65
Length of Service	< 1 year	9	7.96
	1-3 years	57	50.44
	4-5 years	31	27.43
	> 5 years	16	14.16

The demographic data of the 113 respondents indicate that the majority are male (79.65%), with the largest age group being 18-25 years old (53.10%), followed by 25-30 years old (43.36%). Regarding work experience, most employees have served 1-3 years (50.44%), while fewer respondents fall into the categories of less than 1 year (7.96%) or more than 5 years (14.16%). Overall, the sample predominantly consists of relatively young male employees with moderate tenure, suggesting a workforce with emerging professional experience.

Measurement Model (Outer Model)

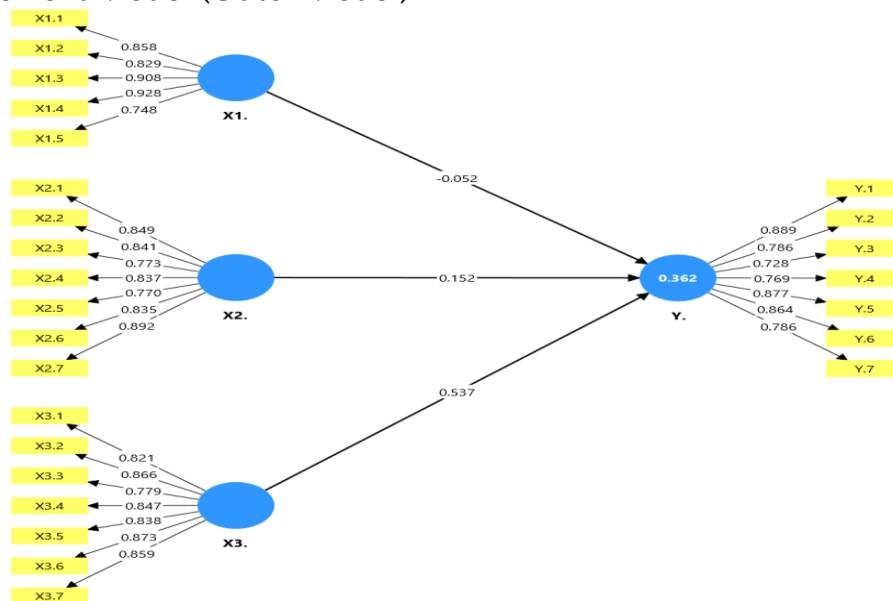


Figure 1. Outer Model

Convergent Validity Test



Table 2. Results of Convergent Validity Test

No.	Workload (X1)	Motivation (X2)	Job satisfaction (X3)	Performance (Y)
WL1	0.858			
WL2	0.829			
WL3	0.908			
WL4	0.928			
WL5	0.748			
MTV1		0.849		
MTV2		0.841		
MTV3		0.773		
MTV4		0.837		
MTV5		0.770		
MTV6		0.835		
MTV7		0.892		
JS1			0.821	
JS2			0.866	
JS3			0.779	
JS4			0.847	
JS5			0.838	
JS6			0.873	
JS7			0.859	
PFM1				0.889
PFM2				0.786
PFM3				0.728
PFM4				0.769
PFM5				0.877
PFM6				0.864
PFM7				0.786

Based on 2025 primary data

Based on the values presented in Table 2, the indicators demonstrate acceptable convergent validity. Rahmawati et al. (2022) state that a construct can be considered to meet convergent validity requirements when its loading factor exceeds 0.70. As all loading values in this study are recorded above that threshold,



the measurement model can be confirmed as having satisfied the criteria for convergent validity.

Discriminant Test

Table 3. Results of the Discriminant Validity Test

No.	Workload (X1)	Motivation (X2)	Job satisfaction (X3)	Performance (Y)
WL1	0.858	-0.230	-0.342	-0.226
WL2	0.829	-0.167	-0.197	-0.230
WL3	0.908	-0.371	-0.326	-0.220
WL4	0.928	-0.247	-0.317	-0.272
WL5	0.748	-0.322	-0.149	-0.188
MTV1	-0.181	0.849	0.046	0.171
MTV2	-0.358	0.841	0.224	0.261
MTV3	-0.356	0.773	0.070	0.187
MTV4	-0.265	0.837	0.116	0.232
MTV5	-0.178	0.770	0.114	0.184
MTV6	-0.160	0.835	0.195	0.219
MTV7	-0.245	0.892	0.130	0.198
JS1	-0.284	0.115	0.821	0.499
JS2	-0.296	0.164	0.866	0.515
JS3	-0.307	0.092	0.779	0.442
JS4	-0.260	0.077	0.847	0.405
JS5	-0.215	0.203	0.838	0.468
JS6	-0.269	0.110	0.873	0.496
JS7	-0.231	0.178	0.859	0.549
PFM1	-0.225	0.264	0.550	0.889
PFM2	-0.185	0.262	0.424	0.786
PFM3	-0.087	0.182	0.385	0.728
PFM4	-0.246	0.078	0.421	0.769
PFM5	-0.303	0.234	0.510	0.877
PFM6	-0.292	0.197	0.498	0.864
PFM7	-0.163	0.215	0.483	0.786

Based on 2025 primary data

In Table 3, the values highlighted in green represent the loading factors within each construct. Notably, the cross-loading values for each construct surpass those of other constructs, indicating that each latent variable distinctly



measures its intended concept. This pattern demonstrates strong discriminant validity, confirming that the constructs are well-differentiated from one another.

Multicollinearity Test

Table 4. Multicollinearity Test Results

Variable	VIF
WL1	3.058
WL2	2.604
WL3	4.911
WL4	4.756
WL5	1.826
MTV1	2.923
MTV2	2.602
MTV3	2.410
MTV4	2.566
MTV5	2.199
MTV6	3.060
MTV7	4.291
JS1	3.137
JS2	3.680
JS3	2.066
JS4	3.605
JS5	2.904
JS6	3.132
JS7	3.119
PFM1	3.423
PFM2	2.100
PFM3	2.144
PFM4	2.067
PFM5	3.636
PFM6	2.938
PFM7	2.191

Based on 2025 primary data

The analysis of Table 4 reveals that all Variance Inflation Factor (VIF) values fall below the threshold of 5, indicating the absence of severe multicollinearity among the independent variables in this study. This outcome suggests that the regression model employed maintains its integrity, as the



predictors do not exhibit problematic intercorrelations that could distort the estimation of coefficients or undermine the reliability of the findings. Consequently, the model can be considered statistically robust in terms of multicollinearity.

Reliability Test

Table 5. Composite Reliability Test Results

Variable	Reliability		
	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Workload (X1)	0.908	0.932	0.734
Motivation (X2)	0.924	0.939	0.687
Job satisfaction (X3)	0.931	0.944	0.707
Performance (Y)	0.916	0.933	0.666

Based on 2025 primary data

Based on the values presented in Table 5, all measured constructs demonstrated satisfactory reliability and validity. The variables Workload (X1), Motivation (X2), Job Satisfaction (X3), and Performance (Y) each recorded Cronbach’s Alpha and Composite Reliability coefficients exceeding 0.70, with reported figures of 0.908, 0.924, 0.931, and 0.933 respectively, indicating strong internal consistency. Furthermore, the Average Variance Extracted (AVE) values were also above the minimum threshold of 0.50, where Workload registered 0.734, Motivation 0.687, Job Satisfaction 0.707, and Performance 0.666. Since all reliability and convergent validity criteria were met, it can be inferred that the measurement instruments used in this study are statistically reliable and valid for further analysis.

Structural Model (Inner Model)

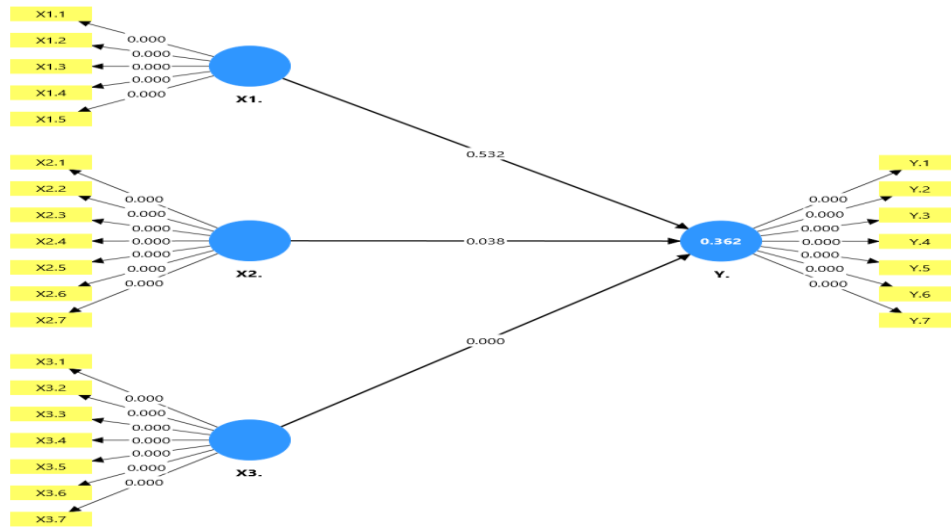


Figure 2. Inner Model

R² Test

Table 6. R-Square Test Results

Variable	R-square	R-square adjusted
Performance (Y)	0.362	0.345

Based on 2025 primary data

Referring to Table 6, the Performance variable (Y) demonstrates an R² value of 0.362, implying that the combined influence of Workload (X1), Motivation (X2), and Job Satisfaction (X3) accounts for 36.2% of the variance in employee performance. The remaining 63.8% is attributable to external factors beyond those incorporated in this model. Based on this coefficient level, the model can be regarded as sufficiently robust and acceptable in terms of explanatory capability.

Predictive Relevance

Table 7. Q-Square Test Results

Variable	Q ² predict	RMSE	MAE
Performance (Y)	0.305	0.852	0.690

Based on 2025 primary data

Based on the results presented in Table 7, the Q² predicted value for the employee performance construct is recorded at 0.305. Since this value exceeds zero, it indicates that the model is capable of providing predictive relevance toward employee performance outcomes. Furthermore, the table reports an RMSE (Root Mean Square Error) of 0.852 and an MAE (Mean Absolute Error) of 0.690, both of which serve as indicators of the model’s prediction error. These figures describe the average degree of deviation between the predicted



performance scores generated through the model and the actual observed performance values.

Effect Size Test (F²)

Table 8. Effect Size Test Results

Variable	Workload (X1)	Motivation (X2)	Job satisfaction (X3)	Performance (Y)
Workload (X1)				0.003
Motivation (X2)				0.033
Job satisfaction (X3)				0.404
Performance (Y)				

Based on 2025 primary data

Referring to the results in Table 8, the effect size analysis demonstrates distinct levels of influence among the observed variables on employee performance. The workload variable (X1) shows an f-Square value of 0.003, which falls far below the 0.02 threshold, indicating that workload contributes negligibly and does not meaningfully shape performance outcomes. In contrast, the motivation variable (X2) records an f-Square value of 0.033; although small, this score surpasses the minimum benchmark and therefore reflects a minor yet measurable impact on performance. Meanwhile, job satisfaction (X3) exhibits a substantially stronger influence with an f-Square value of 0.404, placing it within the large-effect category and suggesting that among the tested predictors, job satisfaction plays the most decisive role in enhancing employee performance.

Hypothesis Testing

Path Coefficient

Table 9. Path Coefficient Test Results

Variable	Hipotesis	Original sample (O)	T statistics (O/STDEV)	P-values	Description
Workload -> Performance	H1	-0.052	0.625	0.532	Negative and Insignificant Effect
Motivation -> Performance	H2	0.152	2.073	0.038	Positive and Significant Effect
Job satisfaction -> Performance	H3	0.537	7.703	0.000	Positive and Significant Effect



> Performance					
------------------	--	--	--	--	--

Based on 2025 primary data

Based on the statistical outcomes presented in Table 9, the effect of each independent variable on employee performance varies considerably. The analysis indicates that the Workload variable does not demonstrate a significant relationship with Performance, as reflected by its p-value of 0.532, which is higher than the 0.05 significance threshold. Although its coefficient shows a negative tendency (original sample -0.052), this result contradicts the first hypothesis, which assumed that Workload would meaningfully influence Performance. In contrast, Motivation exhibits a significant positive effect on Performance, supported by a p-value of 0.038 (<0.05) and a positive coefficient of 0.152, thereby confirming the second hypothesis. Furthermore, Job Satisfaction emerges as the most influential factor, with the strongest statistical evidence (p-value 0.000) and the highest coefficient score (0.537), indicating a robust positive impact on Performance and supporting the third hypothesis.

The Influence of Workload on Employee Performance

Based on the results in Table 9, the influence of workload on employee performance appears to be negative yet statistically insignificant, indicated by a t-value of 0.625 and a p-value of 0.532. Similar findings were reported by Sabiila et al. (2025), who concluded that workload does not meaningfully affect employee performance. However, this outcome contrasts with the study by Adelia et al. (2024), which demonstrated a significant relationship between workload and employee performance in the context of AK Gani Hospital in Palembang. The inconsistency between these studies may stem from substantial differences in the research settings. Work environments within the healthcare sector – particularly hospitals are characterized by higher task complexity, emotional pressure, and operational intensity, which may amplify the impact of workload on performance outcomes compared to the culinary industry setting such as Warmino. As noted by Kosasih (2024), the nature of responsibility in medical institutions tends to create more immediate performance consequences when workload increases.

The Influence of Motivation on Employee Performance

Employee motivation was found to exert a significant and positive influence on job performance, indicated by a t-statistic value of 2.073 and a p-value of 0.038. This outcome aligns with the findings of previous studies, including Pang and Lu (2018), who documented that motivation contributes meaningfully to employee performance within container shipping companies in



Taiwan, as well as Kapantow et al. (2020), whose research revealed that motivation positively affects the performance of outpatient clinic nurses at RSUP Prof. dr. R. D. Kandou. Collectively, these results emphasize that motivation functions as a critical determinant and strong predictor of employee performance. In broader organizational terms, motivated employees tend to demonstrate better output, productivity, and work quality, thereby enhancing overall organizational effectiveness and contributing to a more sustainable performance culture (Benedictus et al., 2023).

The Influence of Job Satisfaction on Employee Performance

The results of the study indicate that employee performance is positively and significantly influenced by motivation, proven by a t-statistic value of 7.703 and a p-value of 0.000. This finding aligns with research by Nurdin (2024), which emphasizes that performance improvement can occur when individuals perceive satisfaction with their jobs, and such satisfaction emerges from personal evaluation of work attributes in relation to their expectations, ultimately generating a favorable psychological response toward the organization. A similar conclusion was demonstrated by Prayekti and Rasyid (2022), whose research confirmed that employees working in Seafood Kerang Ngenes and Baby Crab Sultan Café & Resto in Yogyakarta experience a significant increase in performance when job satisfaction is present.

CONCLUSION

Based on the empirical results derived from this study, employee performance in Warmino businesses across the Solo Raya area is primarily shaped by motivation and job satisfaction, both of which demonstrated positive and statistically significant contributions, whereas workload showed a negative yet non-significant influence, indicating that the pressure associated with job demands does not necessarily decrease performance within this informal culinary sector. Despite providing valuable insight, the study is limited by its narrow scope, as it focuses solely on a single type of MSME within one regional context, and by the explanatory power of the tested model, which accounts for only 36.2% of the variation in employee performance, suggesting the existence of other influential variables such as leadership style, work environment, and work discipline that were not included. Future researchers are encouraged to expand the research setting to different types of culinary MSMEs or wider geographic areas, incorporate additional variables with stronger theoretical grounding, and refine measurement instruments particularly for workload so they reflect the



dynamics and work culture typical of informal culinary businesses rather than adopting indicators commonly used in corporate or medical settings.

REFERENCES

- Adelia, T., Hamid Halin, & Emilda. (2024). Pengaruh Stress Kerja, Workload, Dan Lingkungan Kerja Terhadap Performance Perawat Pada Rs Ak Gani Palembang. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 10(2), 1282–1291. <https://doi.org/10.35870/jemsi.v10i2.2307>
- Agnes, D. (2024). Job Satisfaction in the Workplace Systematic Literature Review (SLR). 5(6), 2745–2752.
- Alda, C., Clara, P., Ernawati, E., Hidayatullah, D., Nurjanah, P. A., & Gunawan, A. (2023). Kepuasan dan penghargaan yang diberikan kepada karyawan dapat meningkatkan loyalitas serta Performance mereka secara signifikan. 9(1), 7–13.
- Ali, H., Istianingsih Sastrodiharjo, & Farhan Saputra. (2022). Pengukuran Organizational Citizenship Behavior: Workload, Budaya Kerja dan Motivation (Studi Literature Review). *Jurnal Ilmu Multidisplin*, 1(1), 83–93. <https://doi.org/10.38035/jim.v1i1.16>
- Anugrah, F., Batam, U. P., Patah, J. R., & Batam, K. (2024). The purpose of this study is to define the influence of satisfaction , motivation and workload on employee performance at PT Aurora Nova Tech Batam. 24(1), 116–128.
- Awwali, M. H., & Sarpan, E. S. (2024). Pengaruh Motivation Kerja Dan Job satisfaction Terhadap Performance Karyawan Dengan Disiplin Kerja Sebagai Variable Intervening PT Putra Rasya Mandiri. 7(2), 166–173.
- Benedictus, S., Liwun, B., Agasvyra, A., & Putri, D. (2023). Pengaruh Motivation Kerja terhadap Performance Pegawai pada Produksi Baja Karbon Rendah Pengaruh Motivation Kerja terhadap Performance Pegawai pada Produksi Baja Karbon Rendah. December 2021. <https://doi.org/10.28932/sentekmi2021.v1i1.45>
- Cahyo, K. N., Martini, & Riana, E. (2019). Perancangan sistem informasi pengelolaan kuesioner pelatihan pada PT Brainmatics Cipta Informatika. *Journal of Information System Research (JOSH)*, 1(1), 45. <http://ejurnal.seminar-id.com/index.php/josh/article/view/44>
- De Dieu, J. et al. (2022). RELATIONSHIP BETWEEN PERCEPTION OF THE WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE. 3(1), 36–52.
- Faizah, I. N., Rohmaniyah, I., Sofiana, N. N., Lestari, E. D., Khairotunnisa, M., Nikmah, H., Nuriyah, S., Maysaroh, S., Musrifah, M., Firdausiyah, N., &



- Virnanda, I. (2025). Beyond Paycheck: Mengungkap Peran Job satisfaction Dalam Meningkatkan Produktivitas Karyawan. *Jurnal Penelitian Multidisiplin Bangsa*, 2(2), 447–452. <https://doi.org/10.59837/jpnmb.v2i2.529>
- Guruh, D. (2020). PENGARUH GAYA KEPEMIMPINAN DAN MOTIVATION TERHADAP PERFORMANCE KARYAWAN PADA PT. GARUDA KARYA MANDIRI. 2(2), 274–279.
- Hendrawan. (2019). GAMBARAN TINGKAT PENGETAHUAN TENAGA KERJA PT “X” TENTANG UNDANG-UNDANG DAN PERATURAN KESEHATAN DAN KESELAMATAN KERJA. 6(2), 69–81.
- Hidayatullah, R. D., Satoto, E. B., & Murtaliningtyas, W. (2023). Study Empiris Kepuasan Pelanggan Terhadap Cafe Wm (Warungmu) Wuluhan Jember. *Jurnal Mahasiswa Entrepreneurship (JME)*, 2(1), 52. <https://doi.org/10.36841/jme.v2i1.2626>
- Irfani, M. A., Indrawan, M. I., & Ferine, K. F. (2023). Analysis of the Effect of Work Environment and Work Motivation on Employee Performance with Work Discipline As an Intervening Variable in PT Hutama Binjai Infrastructure Works - Brandan Zone2. 1(2), 593–608.
- Kapantow, N. H., Luddin, M. R., & Kambey, D. C. (2020). The Effect of Job Motivation, Job Satisfaction, and Attitude towards Profession on Nurse Performance in Outpatient Clinic of Prof. Dr. R.D. Kandou Hospital. *KnE Social Sciences*, 2020, 565–575. <https://doi.org/10.18502/kss.v4i14.7915>
- Kohnen, D., De Witte, H., Schaufeli, W. B., Dello, S., Bruyneel, L., & Sermeus, W. (2024). Engaging leadership and nurse well-being: the role of the work environment and work motivation—a cross-sectional study. *Human Resources for Health*, 22(1), 1–12. <https://doi.org/10.1186/s12960-023-00886-6>
- Kosasih. (2024). PENGARUH WORKLOAD TERHADAP KESEHATAN MENTAL DAN PERFORMANCE DI INSTALASI GIZI. 6. <https://doi.org/10.35329/jp.v6i2.5804>
- Mabrouri, A., & Praningrum, P. (2024). The Effect Of Work Ability, Workload, And Skills On The Performance Of North Bengkulu Police Personnel. *The Manager Review*, 6(2), 171–192. <https://doi.org/10.33369/tmr.v6i2.41268>
- Ngo, L. V., Huynh, K. T., & Gregory, G. (2020). Converting internal brand knowledge into employee performance. 3(June 2019), 273–287. <https://doi.org/10.1108/JPBm-10-2018-2068>



- Nurdin, A. (2024). Pengaruh Self-efficacy , Motivation , dan Job satisfaction terhadap Performance Karyawan pada PT Fastrata Buana Cabang Bandung. 10(3), 2116–2127.
- Oktiani, N., Sabariah, E., & Caroline, P. (2019). Implementasi Penerapan Motivation Kerja dan Performance Karyawan Terhadap Peningkatan Produktifitas Kerja. 3(2).
- Pang, K., & Lu, C. S. (2018). Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan. *Maritime Business Review*, 3(1), 36–52. <https://doi.org/10.1108/MABR-03-2018-0007>
- Pattali, S., Sankar, J. P., Al Qahtani, H., Menon, N., & Faizal, S. (2024). Effect of leadership styles on turnover intention among staff nurses in private hospitals: the moderating effect of perceived organizational support. *BMC Health Services Research*, 24(1), 1–13. <https://doi.org/10.1186/s12913-024-10674-0>
- Pratiwi, N., Nirmala, F., & Dewi, S. T. (2025). Hubungan Workload, Durasi Kerja, Lingkungan Kerja, Terhadap Stres Kerja Pada Karyawan PT. PLN PLTD Poasia Kendari. *Journal of Health Sciences Leksia*, 3(2), 55–65. <http://jhsljournal.com/index.php/ojs/article/view/103>
- Prayekti, & Rasyid, M. F. A. (2022). Prayekti, Muhammad Fadil(2022) Pengaruh Job satisfaction, Beban Kerja dan Motivation Kerja Terhadap Performance Karyawan. 4, 55–60.
- Putro, S. E. (2024). Strategi SDM untuk Meningkatkan Performance Karyawan di Era Digital. 1(3), 402–420.
- Ridwan, G. R., Irawati, S., & Praharjo, A. (2022). The Effect of Workload and Work Environment on Employee Performance and Work Stress as Intervening Variable. *Jamanika (Jurnal Manajemen Bisnis Dan Kewirausahaan)*, 2(01), 63–74. <https://doi.org/10.22219/jamanika.v2i1.20737>
- Rohimah, R. A., Suparwo, A., & Handayani, R. D. (2023). Pengaruh Motivation Kerja , Workload Dan Job satisfaction Terhadap Performance Karyawan Di PT . *Silver Kris*. 8, 66–77.
- Sabiila, H., Prabowo, B., Nugroho, R. H., & Kusumasari, I. R. (2025). The Influence of Workload and Training on Employee Performance Through Job Satisfaction as an Intervening Variable (A Study at Mazarzo Traditional Wedding Organizer). 6(3), 1808–1818.
- Sharma, V., & Vigneshwar. (2024). Analyzing the Relationship between Employee Motivation and Job Satisfaction. *Shanlax International Journal of*



- Management, 11(S1-Mar), 239–242.
<https://doi.org/10.34293/management.v11is1-mar.8048>
- Shofira, M., Budiono, K., & Hidayah, T. (2024). Motivation kerja dan Job satisfaction terhadap Performance karyawan bumnu grosir Jember. 1(2), 92–106.
- Souisa, N., Macpal, S. J., & Biay, A. (2025). The Influence of Workload and Motivation on Employee Performance through Job Satisfaction. *Indonesian Journal Economic Review (IJER)*, 5(1), 23–32.
<https://doi.org/10.59431/ijer.v5i1.509>
- Syardiansah, Muhammad Rizqi Zati, A. F. T. et al. (2021). Pengaruh Motivation Eksternal , Pengembangan Karir , Kesehatan dan Keselamatan Kerja Terhadap Performance Karyawan. 17, 46–55.
- Taufan, S., Rahmawati, R., Mujiyono, M., & Iskandar, D. A. (2023). Workload analysis with the full time equivalent method approach to determine workforce required. *Jurnal STEI Ekonomi*, 32(2), 211–222.
<https://doi.org/10.36406/jemi.v32i02.1371>
- Triastutik, J., Sarwoko, E., & Sedyastuti, K. (2024). Pengaruh Job satisfaction terhadap Performance Karyawan Dimediasi oleh Disiplin Kerja. 02(01), 154–163.
- Tunggal, M., & Tangko, R. (2024). Pengaruh Motivation Intrinsik Dan Motivation Ekstrinsik Terhadap Performance Karyawan. 10(1), 301–308.
- Umar, A., & Norawati, S. (2022). PENGARUH MOTIVATION TERHADAP PERFORMANCE KARYAWAN INTERVENING PADA UPT SUNGAI DUKU PEKANBARU. 5(1), 835–853.
- Wahyu, D., & Ranto, P. (2024). *Jurnal E-Bis: Ekonomi-Bisnis Performance Organisasi : Systematic Literature Review*. 8(1), 1–12.
- Widarko, A., & Anwarodin, M. K. (2022). Work Motivation and Organizational Culture on Work Performance: Organizational Citizenship Behavior (OCB) as Mediating Variable. *Golden Ratio of Human Resource Management*, 2(2), 123–138. <https://doi.org/10.52970/grhrm.v2i2.207>
- Yuslistyari, E. I., & Kusmasari, W. (2024). Measuring the mental workload and identifying stress factors among public transportation drivers in Cikande , Indonesia. 5(November), 255–263.
- Zhang, Y., She, M., & Li, Z. (2023). Team workload: Review and conceptualization. *International Journal of Industrial Ergonomics*, 95(October 2022), 103452. <https://doi.org/10.1016/j.ergon.2023.103452>.