



# The Effect of Workload and Employee Engagement on Job Satisfaction at the Inspectorate of East Java Province

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## ABSTRACT

Job satisfaction plays a crucial role in a company's performance, as satisfied employees tend to be more productive, contribute positively, and have the potential to build a healthy work environment. There are several things that affect job satisfaction, one of which is an employee's workload and employee engagement. Therefore, this study was conducted to determine whether there is an effect of workload and the effect of employee engagement on employee job satisfaction in the East Java Inspectorate or not. The population of this study consisted of 112 employees and data testing was carried out using multiple linear regression analysis and t test as hypothesis testing. The results show that workload and employee engagement both have an influence on job satisfaction of employees at the Inspectorate of East Java Province.

Keywords: Workload, Employee Engagement, Job Satisfaction

## 1. Introduction

Resources are important supporting assets for agencies, this is because optimal resource management can be a path used to achieve predetermined agency goals. As with the Inspectorate of East Java Province which certainly has a big goal, namely by creating good governance in order to create a government that provides good services in East Java Province. One of the main resources is human resources which includes all employees in the agency, because every activity in the agency is influenced by the performance of employees. Employees who have good performance are employees who have good job satisfaction. Various studies explain that job satisfaction is one of the important factors in improving employee performance and motivation in the workplace (Herminangsih & Purwanti, 2020; Munawirsyah, 2017; Puspastiowati, 2022). One aspect that can affect job satisfaction is the benefits given to employees as a form of appreciation for their contributions and work provided by the agency (Setiawan, 2018), the workload given to employees (Setiawan, 2018), and employee engagement (Humairoh & Wardoyo, 2017).

Workload is the number of tasks, responsibilities, and activities faced by an employee in carrying out their work. High levels of workload can have a significant influence on employee job satisfaction in receiving benefits. When an employee experiences excessive or unbalanced workload, they may experience stress, fatigue, and decreased job satisfaction (Setiawan, 2018). If high workloads are not balanced with adequate rewards, such as appropriate benefits, this can lead to dissatisfaction and injustice in the workplace. According to (Setiawan, 2018). High workloads without adequate rewards can make employees feel unappreciated or that their contributions are not recognized. In terms of benefits, employees may feel that the high workload is not proportional to the rewards they receive, thus reducing their job satisfaction in benefits. In addition, high workloads can also affect employees' work-life balance. If employees feel burdened with excessive workloads, they may have difficulty in maintaining a balance between work and personal life. This can also have a negative impact on their overall job satisfaction, including satisfaction with the benefits they receive. Considering the influence of workload on job satisfaction in benefits is important for agencies. By managing and reducing unbalanced workloads, as well as ensuring adequate rewards in the form of appropriate benefits, agencies can increase employee job satisfaction and retain high-performing employees (Wijaya, 2018).

There are studies that support this statement, research conducted by (Herminangsih & Purwanti, 2020) explains that workload will have a significant effect on employee job satisfaction. This shows that the higher the employee's workload, the lower the Employee Job Satisfaction. This explanation is supported by research conducted by (Lumunon et al., 2019) that workload has an effect of 62% on employee job satisfaction. The workload given to employees and in accordance with what employees expect will certainly determine the effect on job satisfaction. However, research conducted (Saputra, 2021) explains that the results are different, namely the insignificant effect of workload on job satisfaction. This shows that there is inconsistency in the effect of workload on job satisfaction, so this study will re-examine the workload variable which is thought to be a predictor of employee job satisfaction.

Job satisfaction is also influenced by employee engagement. Employee engagement refers to the level of involvement, motivation, and commitment that employees have towards the work and organization where they work. A high level of employee engagement can have a positive influence on employee job satisfaction in receiving benefits. When employees feel emotionally and cognitively engaged with their work, they tend to be more satisfied and more dedicated to the organization (Setiawan, 2018). High employee engagement can create a positive bond between employees and their work, thus increasing

their overall job satisfaction, including satisfaction with the benefits they receive. Employee engagement can also affect their perception of the value of the benefits they receive. If employees feel engaged and have a sense of ownership over their work, they may be better able to appreciate and highly value the benefits provided by the company.

In addition, high employee engagement can also have a positive impact on employees' perceptions of fairness and equality in the determination of benefits. Employees who feel engaged and have strong ties to the organization tend to see fair and transparent benefits policies as a form of reward for their contributions (Setyawan, 2018). In this context, it is important for companies to promote high employee engagement through effective employee management strategies (Setiawan, 2018). Involving employees in decision-making, providing positive feedback and recognition, and creating an inclusive and supportive work environment can increase employee engagement and, in turn, increase employees' job satisfaction in the benefits they receive. Understanding the influence of employee engagement on job satisfaction in benefits helps companies to design more effective reward policies that motivate employees. By increasing employee engagement, companies can create a productive work environment, improve employee retention, and encourage the achievement of overall organizational goals (Humairoh & Wardoyo, 2017).

Research that supports this statement is research conducted by (Simanjuntak & Sitio, 2021) which explains that employee engagement has a positive and significant effect on job satisfaction with a significance value of  $0.030 < 0.05$ . In contrast to engagement, which is characterized by activated, high passion, and positive feelings at work (for example, energy, enthusiasm, and passion), job satisfaction and organizational commitment are characterized by less activated positive feelings such as satisfaction and comfort. Then research conducted by (Rachman & Dewanto, 2016) added that to increase employee engagement and job satisfaction Agencies can be done through increasing salaries or being given bonuses and giving awards to employees who are considered to have good performance. However, research conducted by (Atthohiri & Wijayati, 2021) explains the opposite, namely that there is no significant influence between employee engagement on job satisfaction in employees. These results indicate the inconsistent effect of employee engagement on employee job satisfaction. So that it is necessary to conduct research again on the employee engagement variable as a predictor of job satisfaction from employees. Based on the explanation above, this study aims to examine the effect of workload and employee engagement on job satisfaction of employees at the East Java Inspectorate. For this reason, based on the explanation of the background, the hypothesis in this study is formulated, namely:

Hypothesis 1: There is an influence of workload on employee job satisfaction at the East Java Inspectorate

Hypothesis 2: There is an effect of employee engagement on employee job satisfaction at the East Java Inspectorate.

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## 2. Literature review

### 2.1 Job Satisfaction

Job satisfaction occurs if there is a stimulus that is felt to be appropriate and can meet the needs of individual employees, otherwise dissatisfaction arises if the existing stimulus does not match the needs of employees (Komara & Nelliawati, 2014). There are five indicators that affect job satisfaction, namely: 1) Payment, Compensation systems and policies that are implemented fairly, and in accordance with employee desires will result in satisfaction for employees. Fairness can be related to job demands, individual skill levels and community wage standards. 2) Work, Employees tend to like jobs and tasks that give them the opportunity to use their skills, abilities, freedom and feedback on their work processes. Job tasks that lack challenge tend to be boring, and tasks that are too difficult can also frustrate employees by making them feel like they are failing. 3) Coworkers, Most employees fill the need for social interaction with coworkers, therefore a friendly and supportive coworker environment increases job satisfaction. 4) Job promotion, Promotion can be done if a work employee moves from a job position to another position that is higher, and the responsibilities and organizational levels are higher as well. Promotion can be used by companies to utilize the skills and abilities of employees as high as possible. 5) Supervision, Supervision has an important role for management. Supervision has a direct relationship with employees and affects employees in carrying out work. In general, employees prefer supervision that is open, fair and willing to cooperate with subordinates or other employees.

According to Keith Davis in (Mangkunegara, 2018) job satisfaction is an employee's liking or disliking of his job. It can be said that job satisfaction is a feeling related to work, involving aspects such as wages received, career development opportunities, relationships with fellow employees, job placement, type of work, company organizational structure, and quality of supervision, besides other aspects such as age, health conditions, abilities and education are also related to job satisfaction. Employees will feel satisfied at work if aspects of the job and aspects of themselves are supportive, and vice versa if these aspects are not supportive, employees will feel dissatisfied. There are several factors that affect employee job satisfaction. According to Sutrisno in (Junaidi & Marantika, 2022), factors that affect job satisfaction, namely: 1) Discrepancy Theory, this theory measures a person's job satisfaction by calculating the difference between something that should happen and the reality on the ground. A person's job satisfaction depends on the difference between what is expected and what can be achieved. 2) Justice Theory, This theory suggests that employees will feel satisfied or dissatisfied depending on whether or not there is justice in a situation, such as a work situation. The main components in this theory are inputs, outcomes, fairness and unfairness. 3) According to this two-factor theory, job satisfaction and job dissatisfaction are different things. This theory formulates job characteristics into two parts, namely satisfies or dissatisfies motivators. 4) Needs Fulfillment Theory, Employee job satisfaction depends on whether or not employee needs are met. Employees will feel satisfied if they get something they need, the greater the employee's needs are met, the more satisfied the employee will feel, and vice versa. 5) Group View Theory This theory states that employee satisfaction does not depend on meeting needs alone, but also affects the views and opinions of groups that employees consider as reference groups. The reference group will become a benchmark reference for assessing themselves

and their environment. 6) Expectancy Theory, this theory states that motivation is a matter of how someone expects something and there is an action that leads employees to achieve this.

## 2.2 Employee Engagement

Benthal in (Yusuf, Taroreh, & Lumintang, 2019) defines employee engagement as a state in which humans feel that they find their full meaning, have motivation at work, are able to receive support from others positively, and are able to work effectively and efficiently in the work environment. Employee engagement is the emotional commitment of employees to the organization and its goals. This emotional commitment means that employees genuinely care about their job and company. They don't work just for a paycheck, or just for a promotion, but work on behalf of the organization's goals. Jha & Kumar in (Firnanda & Wijayanti, 2021) state that an engaged employee is someone who understands their respective roles, has a strong relationship and commitment to the company, puts more effort into learning new things, has a passion for success and others. Employee engagement is vital for companies and is also one of the key elements to achieving organizational success. Meanwhile, according to Fazlurrahman et al. in (Firnanda & Wijayanti, 2021) employees who are bound to work will always be enthusiastic, proud to be part of the company, happy and happy with what they do, and have their own sense of satisfaction in their work.

Employee engagement is a multidimensional idea emotionally, cognitively or physically. Engagement occurs when a person is consciously aware of and emotionally connected to others. When employees are engaged, employees have an awareness of the purpose of their role to provide services so that employees will give their best. Employees who have high engagement will feel comfortable in their work environment thus reducing the desire to move. The feeling of being engaged is a connection, involvement, commitment, loyalty, a sense of belonging to the company, a desire to contribute to the company, and a sense of pride in work and also the company. Bakker & Schaufeli, in (Atthohiri & Wijayanti, 2021) say employee engagement says that employee engagement is characterized by passion (vigor), dedication to work (dedication), and appreciation during work (absorption), these three things are considered a positive outlook on life and thoughts about the unity of work relationships as a result employees with high engagement will feel positive and satisfied.

Employee engagement is a form of direct contribution of employees to their work that can be seen through their passion, dedication, and appreciation. When employees are engaged, they will have an awareness of their role so that they can give all their best abilities According to Rachman & Dewanto, in (Atthohiri & Wijayanti, 2021)) the discussion of employee engagement in the field of human resources in Indonesia is still relatively small, this can be seen from the few studies that mention employee engagement. Indeed, employee engagement can be used as a reflection of employee behavior and company performance. According to Sageer in (Firnanda & Wijayanti, 2021) employees will be very motivated and feel satisfied, happy, safe, comfortable and relaxed because they find good conditions in their work environment. If employees feel satisfied, happy, safe and comfortable at work, this will increase employee engagement in employees. Macey in (Arianti, Hubeis, & Puspitawati, 2020) defines employee engagement as an individual's feeling of purpose and clearly focused energy, for others in the appearance of personal initiative, adaptability, effort and perseverance directed at organizational goals. The Gallup Organization suggests that employee engagement is involvement with enthusiasm for work. Gallup in (Arianti, Hubeis, & Puspitawati, 2020) says that there are three types of employees seen from the level of interest in the company, namely: 1) Engaged employees Employees who have an attachment to their company will be enthusiastic and feel a deep connection to where they work 2) Employees who do not have an attachment to the company will not contribute much to their company and work by always thinking about the end of working hours. 3) Actively Disengaged Employees in this category will show their dislike for the work assigned to them, to the point of ignoring the work of other employees who have an attachment and have a bad influence on other employees.

## 2.3 Work load

Workload refers to a number of tasks, responsibilities, projects, or activities that a person or group of people must complete in a work environment. Workload can fluctuate based on the type of job, industry, company, and the role played by the individuals. Workload levels can vary from light to very heavy, and can affect productivity, well-being, and the balance between personal and professional life. A balanced level of workload is usually considered better for individual well-being and long-term productivity. If the workload is too light, one may feel disengaged or feel less useful. However, if the workload is too heavy, it can lead to excessive stress, fatigue, and even decreased performance. Furthermore, the causes of stress can be divided into two, namely internal and external, where one of the causes of stress that comes from the external is the workload felt by individuals. Menpan in (Dhania, 2010) workload is a set or a number of activities that must be completed by an organizational unit or position holder within a certain period of time. According to (Mahawati, et al., 2021) workload is a work activity that must be completed by the responsibility holder, namely the worker within a certain period of time.

There are several factors that can affect workload that is felt directly by workers, also known as stressors. Maharani and Budianto in (Mahawati, et al., 2021) workload is influenced by internal factors and external factors, internal factors are factors that come from within the body which are divided into two factors, namely somatic factors and psychological factors. Factors that come from within the body itself as a result of external workload reactions. The body's reaction is called strain, the severity of the strain can be assessed both objectively and subjectively. Internal factors include somatic factors (gender, age, body size, nutritional status, and health conditions) and psychological factors (motivation, perception, belief, desire, and satisfaction).

Internal factors come from within the body which is divided into two factors, namely somatic factors and psychological factors, while external factors include three aspects, namely physical tasks, mental tasks such as job complexity, job difficulty and job responsibility. External factors are loads that come from outside the worker's body. External factors include three aspects that are often called stressors. First, physical tasks such as spatial layout,

workplace, work tools and facilities, working conditions, work attitudes, while mental tasks such as job complexity, job difficulty and job responsibilities. Second, work organization such as the length of working time, rest time, rotating work, night work, wage system, organizational structure model, delegation of duties and authority. Third, the work environment is physical, chemical, biological and psychological.

### 3. Research Methods

#### 3.1 Type of research

This study uses a quantitative approach with a cross-sectional category, namely information from a portion of the population (sample respondents) collected directly from the location empirically with the aim of knowing the opinion of a portion of the population on the object under study

#### 3.2 Research sample

The population in this study were all employees of the East Java Provincial Insektorat as many as 112 people (Central Bureau of Statistics, 2023). While the minimum sample size needed in this study can be calculated using the Slovin formula and obtained as many as 53 people.

#### 3.3 Data collection technique

The data collection method used in this study is to use a questionnaire. The questionnaire given is a sheet of questions that measure workload variables, employee engagement, and job satisfaction. Data collection was carried out using google form to make it easier for researchers to obtain respondent data remotely.

#### 3.4 Data analysis technique

Data analysis was carried out descriptively and inference. Descriptive analysis aims to explain or describe a characteristic of each variable studied. For numerical data, the mean (average), median (middle value) and standard deviation are used. Meanwhile, inference analysis is used to test the hypothesis of the effect of workload and employee engagement on job satisfaction. The inference analysis was carried out by multiple linear regression analysis.

## 4. Results

### 4.1 Respondent Characteristics

The characteristics of respondents in this study explain gender, age, latest education, and length of work.

Characteristics	Total	Percentage (%)
<b>Gender</b>		
<b>Men</b>	31	58.5%
<b>Women</b>	22	41.5%
<b>Age</b>		
<b>20 - 30 years old</b>	11	20.8%
<b>31 - 40 years old</b>	24	45.3%
<b>41 - 50 years old</b>	10	18.9%
<b>&gt; 50 T years old</b>	8	15.1%
<b>Latest education</b>		
<b>Senior High School</b>	0	0.0%
<b>Diploma</b>	8	15.1%
<b>Bachelor</b>	36	67.9%
<b>Master</b>	9	17.0%
<b>Length of work</b>		
<b>1 – 5 years</b>	6	11.3%
<b>6 – 10 years</b>	13	24.5%
<b>11 – 15 years</b>	21	39.6%
<b>&gt; 15 years</b>	13	24.5%

Source: Research Data (2024)

Based on gender, more than half of the respondents were male, namely 31 people (58.5%) and 22 other people were female (41.5%). The age of respondents is divided into 4 groups of categories. The number of respondents aged 20 to 30 years was 11 people (20.8%), aged 31 to 40 years was 24 people (45.3%), aged 41 to 50 years was 10 people (18.9%), and aged over 50 years was 8 people (15.1%). Based on education, the majority of respondents have a final education of S1 or undergraduate, as many as 36 people (67.9%). While respondents with diploma education were 8 people (15.1%) and

masters as many as 9 people (17.0%). Other characteristics are seen based on length of work where respondents with a tenure of 1 to 5 years are 6 people (11.3%), a tenure of 6 to 10 years are 13 people (24.5%), a tenure of 11 to 15 years are 21 people (39.6%), and above 15 years are 13 people (24.5%).

#### 4.2 Descriptive Analysis of Research Variables

This study uses three variables that can be analyzed descriptively with the following results.

Variable	Mean	Std. Deviation	Category
Wokloud	4.13	0.63	Tinggi
Employee Engagement	4.08	0.53	Tinggi
Job satisfaction	4.19	0.57	Tinggi

Based on the workload variable, it can be seen that the average workload is 4.13, which means that the workload felt by employees of the inspectorate of East Java province is high. The average employee engagement is 4.08. This shows that the employees of the Inspectorate of East Java Province have good employee engagement. In addition, the average job satisfaction is 4.19. This shows that the employees of the Inspectorate of East Java Province have good satisfaction working at the Inspectorate of East Java Province.

#### 4.3 Classical Assumption Test

Before regression analysis is carried out, it is necessary to test classical assumptions, namely normality test, multicollinearity test, heteroscedasticity test, and linearity test.

##### 1. Normality Test

The normality test in this study used the One-Sample Kolmogorov-Smirnov Test statistical test. The basis for making decisions in this research is if the asymp.sig value. (2-tailed) above the level of significant 5% (0.05), it can be concluded that the variable is normally distributed.

	Kolmogorov Smirnov	p
Unstandardized Residual	0,063	0,200

Source: Research Data (2024)

Based on Table 3. above, the One Sample Kolmogorov-Smirnov (K-S) Normality Test results show that the Kolmogorov-Smirnov test statistic value is 0.058 and the sig value is 0.200 > 0.05 so it can be concluded that the data in this study are normally distributed.

##### 2. Multicollinierity test

The multicollinearity test is used to determine whether there is a relationship or correlation between the independent variables. Multicollinearity states the relationship between independent variables. A good regression model should not have a correlation between the independent variables. Regression is free from multicollinearity if the VIF value is <10 and the tolerance value is > 0.10.

Variable	Tolerance	VIF	Description
Workload (X1)	0.462	2.164	Non-Multicollinierity
Employee Engagement (X2)	0.462	2.164	Non-Multicollinierity

Source: Research Data (2024)

It can be seen that the regression model in this study does not occur multicollinearity in the independent variables because all VIF values < 10 and tolerance > 0.10.

##### 3. Heteroskedasity test

The heteroscedasticity test aims to determine whether or not there is a deviation from the classical assumption of heteroscedasticity, namely the existence of inequality in the variance of the residuals for all observations in the regression model. In this study, the heteroscedasticity test used is the Glesjer test.

Variable	t	p	Description
Work load (X1)	-0.695	0.490	No Heteroscedasticity Occurs
Employee Engagement (X2)	1.867	0.068	No Heteroscedasticity Occurs

Source: Research Data (2024)

Based on the table above, it can be seen that the p-value of all independent variables is above 0.05, based on the decision criteria, if the p-value > 0.05, there is no heteroscedasticity problem. So the conclusion obtained is that the variance of the residuals is homogeneous or heteroscedasticity does not occur.

#### 4. Autocorrelation test

The autocorrelation test is done with the Durbin Watson test. The Durbin Watson value in the regression model obtained a value of 2.056. The autocorrelation test results show that the Durbin Watson value of 2.056 lies between  $du$  (1.678) to  $4-du$  (2.321). So it can be concluded that there is no autocorrelation.

### 4.4 Multiple Linear Regression Analysis

The effect of workload and employee engagement on job satisfaction is analyzed by multiple linear regression analysis. In multiple linear regression analysis, there are stages of analysis, namely the model accuracy test, partial test (t test), and the coefficient of determination.

#### 1. Model Accuracy Test.

This test is used to see whether all the independent variables in the regression model have an influence on the dependent variable. The results of the F test obtained the following results.

Model	Sum of Square	Mean Square	F	p
Regression	11.624	5.812		
Residual	5.206	0.104	55.820	0.000
Total	16.830			

Based on the regression results above, it is known that the significant value for the effect of organizational culture, workload and employee engagement together on job satisfaction is 0.000 with F count 55,820, then reject  $H_0$ . So it can be concluded that at least one independent variable (workload and employee engagement) has a positive and significant effect on the dependent variable (job satisfaction).

#### 2. Partial Test (t Test)

Partial test is used to see whether the independent variable (X) partially affects the dependent variable (Y). This test is carried out using the significance value. Partial test results can be presented in below.

Variable	Coeffisien	t	p
Constanta	0.833	2.385	0.021
Workload (X1)	-0.246	-2.363	0.022
Employee Engagement (X2)	1.074	8.734	0.000

- The regression coefficient value on workload (X1) is -0.246, which means that workload has a negative influence on job satisfaction. The significance value obtained is 0.022 ( $p < 0.05$ ). This shows that workload has a negative and significant effect on job satisfaction. So that the first hypothesis is accepted.
- The regression coefficient value on employee engagement (X2) is 1.074, which means that employee engagement has a positive effect on job satisfaction. The significance value obtained is 0.000 ( $p < 0.05$ ). This shows that employee engagement has a positive and significant effect on job satisfaction. So that the second hypothesis is accepted.

#### 3. Coefficient of Determination

The coefficient of determination aims to measure how much percentage of the influence of the independent variable on the dependent variable in units of percent in a research regression model. The results of the coefficient of determination test are as follows:

R	R Square	Adjusted R Square
0,831	0,691	0,678

Based on the output results above, it can be seen that the adjusted R Square value is 0.678 (67.8%), meaning that the job satisfaction variable is influenced by the workload and employee engagement variables by 67.8%. While the other 32.2% is influenced by other factors outside the study.

## 5. Discussion and Conclusion

### 5.1 Discussion

#### 1. The Effect of Workload on Job Satisfaction of Inspectorate Employees of East Java Province

The analysis results show that the regression coefficient value on workload (X1) is -0.246, which means that workload has a negative effect on job satisfaction. The significance value obtained is 0.022 ( $p < 0.05$ ). This shows that workload has a negative and significant effect on job satisfaction. So that the first hypothesis is accepted. This research is in line with Mahendrawan's research (2015) which shows that workload variables affect the job satisfaction of PT Panca Dewata employees. Relationship between Workload and Job Satisfaction Workload is indeed a very important thing to pay attention to. The workload received by employees is one of the factors in creating employee job satisfaction in order to self-actualize. If the employee's workload is too high, it will cause pressure and stress at work which has an impact on reducing employee job satisfaction. According to Hamid (2014) states that disproportionate workload will have a negative impact, namely employee dissatisfaction with their work. The results of research from Suartana and Dewi (2020) suggest that workload has a negative and significant effect on job satisfaction. Other research from Wahyuni and Irfani (2019) suggests that workload has a negative and significant effect on job satisfaction. Meanwhile, research from Safitri and Astutik (2019) also suggests that workload has a negative and significant effect on job satisfaction. This means that a good workload will affect employee productivity so that employees feel satisfied with their work.

#### 2. The Effect of Employee Engagement on Job Satisfaction of East Java Provincial Inspectorate Employees

The results of the analysis show that the regression coefficient on employee engagement (X2) is 1.074, which means that employee engagement has a positive influence on job satisfaction. The significance value obtained is 0.000 ( $p < 0.05$ ). This shows that employee engagement has a positive and significant effect on job satisfaction. So that the second hypothesis is accepted. The positive role of employee engagement in achieving job satisfaction can affect performance improvement to achieve competitive advantage (Shamran & Mahdi, 2020). The effect of employee engagement on job satisfaction has been proven by the research of Rachman & Dewanto (2016) and Tambariki et al. (2019) which proves the significance of the influence on employee engagement on job satisfaction. This is reinforced by the research of Setiawan & Widjaja (2018) that employee engagement has a positive and significant effect on job satisfaction. This indicates that increasing employee engagement goes hand in hand with increasing job satisfaction in employees.

### 5.2 Conclusion

Based on the explanation above, it can be concluded that the two hypotheses of this study, namely (H1) there is an effect of workload (X1) on employee job satisfaction (Y) and (H2) there is an effect of employee engagement (X2) on job satisfaction (Y) can be accepted. This is because there are results that are explained as follows:

1. Workload has a negative and significant effect on job satisfaction, which means that an employee's workload that is too high will cause pressure and stress at work which has an impact on reducing employee job satisfaction.
2. Employee engagement has a positive and significant effect on job satisfaction. The positive role of employee engagement in achieving job satisfaction can affect performance improvement to achieve competitive advantage.

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