



DOI: <https://doi.org/10.38035/gijea.v2i3>  
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## The Role of Employee Performance, Leadership, and Workload on Job Satisfaction (Literature Review Human Resource Management)

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**Abstract:** Literature Review The Role of Employee Performance, Leadership and Workload on Job Satisfaction is a scientific article with the aim of analyzing whether employee performance, leadership and workload influence job satisfaction. A qualitative approach method using a literature review **method** to explore and analyze the relationship between leadership, workload and job satisfaction. The **results** of this article are: 1) Employee Performance plays a role in Job Satisfaction, 2) Leadership plays a role in Job Satisfaction; 3) Workload plays a role in Job Satisfaction. Apart from these 3 exogenous variables which influence the endogenous variable Job Satisfaction there are many other factors including motivation, environment, organizational culture, training.

**Keywords:** Employee Performance, Job Satisfaction, Leadership, Workload.

### INTRODUCTION

Job satisfaction is one of the key factors that influences individual performance and organizational success. In the context of human resource management (HR), job satisfaction is not only related to employee welfare, but also contributes to employee productivity, retention and loyalty. Various factors can influence job satisfaction, including employee performance, leadership and workload.

Good employee performance is often associated with high levels of job satisfaction. Employees who feel able to meet or exceed expectations in their work tend to experience greater satisfaction. This shows that recognition of individual performance can increase motivation and job satisfaction.

On the other hand, effective leadership is an important element in creating a positive work environment. Leaders who are able to provide support, constructive feedback, and create open communication can increase employee job satisfaction. An inclusive and empowering leadership style also contributes to increasing employee commitment and motivation.

Workload is another factor that is no less important in determining job satisfaction. A balanced workload can encourage employees to work more effectively, while excessive

workload can cause stress and fatigue, which has a negative impact on job satisfaction. Therefore, good workload management is very necessary to maintain employee welfare.

This article aims to review existing literature regarding the role of employee performance, leadership, and workload on job satisfaction. By understanding the relationship between these factors, it is hoped that it can provide better insight for HR management practitioners in creating a supportive and productive work environment. Through this study, it is hoped that effective strategies can be found to increase employee job satisfaction, which in turn will contribute to overall organizational performance.

This research aims to find out whether employee performance, leadership and workload play a role in employee job satisfaction. Based on references from the problems previously explained. Questions for Literature Review scientific articles are as follows:

1. Does employee performance play a role in job satisfaction?
2. Does leadership play a role in job satisfaction?
3. Does workload play a role in job satisfaction?

## **METHOD**

This research uses a qualitative approach with a literature review method to explore and analyze the relationship between leadership, workload and job satisfaction. This approach was chosen because it allows researchers to collect and analyze various sources of relevant information from previous research, existing theories and models.

## **RESULTS AND DISCUSSION**

### **Results**

The results of this article based on problem background, objectives, and methods are as follows:

### **Job Satisfaction**

Satisfaction as one of the consequences arising from organizational behavior. According to (Andika, 2019), job satisfaction is an important dimension for organizations, without job satisfaction for organizational members it will affect the achievement of personal performance, group performance and organizational performance. The following definitions can provide clarity on the meaning of job satisfaction. Meanwhile, according to (Setiyanto & Hidayati, 2017) job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. Individuals tend to be more satisfied if their performance is valued and appreciated by their company. Apart from increasing motivation, appreciation will also make employees feel that their performance is needed. On the other hand, if the company lacks respect, it will cause employees to be less satisfied and choose to leave the company. According to Carvalho et al. (2020), Job Satisfaction is also defined as referring to an employee's positive attitude towards the tasks assigned by the organization so that employees carry out as many tasks as possible to maximize the desired satisfaction.

The dimensions of employee job satisfaction according to Luthans in (Hermingsih & Purwanti, 2020) are: 1) The work itself; 2) Wages (pay); 3) Promotion opportunities; 4) Supervision (supervision); 5) Colleagues (coworkers); 6) Working conditions / work environment.

Job satisfaction has been widely studied by previous researchers, including: (Afuan., H. Ali, et al., 2023), (E.Aksara., H. Ali., 2023). (Prasetyo., Ali., Rekarti., 2023), (ZE Pusparini & H. Ali., 2023).

## **Employee Performance**

According to Hermina & Yosepha (2019), employee performance is the actions taken by an employee in carrying out work assigned by the company or organization. Performance in carrying out a job is not the only thing, but is always related to the satisfaction and evaluation of an employee's job and is influenced by the individual's skills, abilities and personality traits. (Sudiantini et al., 2019). Employee performance is not just information for promotions or salary determination for the company. However, how can companies motivate employees and develop a plan to improve performance declines that can be avoided. (Randio et al., 2023).

Employee performance indicators according to Mahsum in (Feel et al., 2018) consist of: 1) Prioritizing teamwork, 2) Effective and efficient service, 3) Level of educational skills appropriate to the field of work, 4) Employees can carry out tasks in accordance with organizational procedures and policies.

Employee performance has been widely studied by previous researchers, including: (Afuan., H. Ali, et al., 2023), (E.Aksara., H. Ali., 2023). (Prasetyo., Ali., Rekarti., 2023), (ZE Pusparini & H. Ali., 2023).

## **Leadership**

According to Baharudin and Umiarso (2012), leadership is an activity of influencing other people so that these people want to work together (collaborate and share their potential) to achieve predetermined goals. The term leadership comes from English which means leadership. The word leadership has the basic word leader meaning leader, as well as the word to lead, both of which contain several interrelated meanings, namely: moving early, walking at the beginning, taking the first step, doing first, pioneering, directing the thoughts of others, guiding, and move (Danin and Suparno, 2004)

According to Astuty & Zuniasih, (2018) leadership is a set of individual abilities that is very subjective and difficult to measure qualitatively with numbers. A person's ability to influence other people comes from a very subjective conscience. Because there is no objective measurement, leadership cannot be taught, let alone imitated by someone from birth.

Leadership has been widely studied by previous researchers, including: (Poernamasari et al., 2023), (M. Ali & H. Ali., 2023), (NP Pratiwi., H. Ali., 2023), (Nurdianah & Ali., 2023).

## **Workload**

According to Retnowati (2015:1) workload is an action carried out by workers with the aim of finding out how much time employees need to complete a performance within the company. According to Tarwaka (2011:106) workload is a work condition that includes work that must be completed within a certain period of time. Zaki and Marzolina (2016) regarding workload as a comparison of employee abilities with job demands, which means that if employees have work abilities that are higher than job demands, they will feel bored, conversely if employee abilities are lower than job demands, they will feel more tired.

The indicators used to determine workload were developed from the research results of Zaki and Marzolina (2016) consisting of 1) Amount of work, 2) Work targets, 3) Boredom, 4) Overload, 5) Work pressure.

Workload has been widely studied by previous researchers, including: (H. Ali et al., 2022), (AA Adisti et al., 2024), (Naufan. Z & H. Ali., 2024).

## **Discussion**

### **a) Employee Performance on Job Satisfaction**

Employee performance has a significant impact on job satisfaction. High-performing employees, who are able to achieve or even exceed set targets and standards, tend to feel more satisfied with their work. This happens because they feel appreciated for their

achievements and gain recognition from the company. In addition, employees who are successful in their work usually feel more confident and motivated to continue trying.

Employees who perform well are also often given opportunities to develop, which can increase their job satisfaction. Conversely, poor performance can cause feelings of frustration and dissatisfaction, which risks reducing job satisfaction levels.

This research is in line with research conducted by: (Afuan., H. Ali, et al., 2023), (E.Aksara., H. Ali., 2023). (Prasetyo., Ali., Rekarti., 2023), (ZE Pusparini & H. Ali., 2023).

#### **b) Leadership on Job Satisfaction**

Effective leadership plays an important role in creating a positive work environment. Various studies show that a good leadership style can increase employee job satisfaction. For example, transformational leadership, which emphasizes inspiration and motivation, has been shown to increase employee commitment and job satisfaction (Bass & Avolio, 1994).

Leaders who are able to provide support and recognition to employees tend to create a higher sense of satisfaction among them. Conversely, authoritarian or unsupportive leadership can reduce job satisfaction. Employees who feel unappreciated or have no say in decision making tend to feel less satisfied with their jobs. Therefore, it is important for leaders to implement an inclusive approach and empower employees.

This research is in line with research conducted by: (I Prasetyo & H. Ali et al., 2023), (Saputra & H. Ali et al., 2021), (E. Kasra & H. Ali., 2023).

#### **c) Workload on Job Satisfaction**

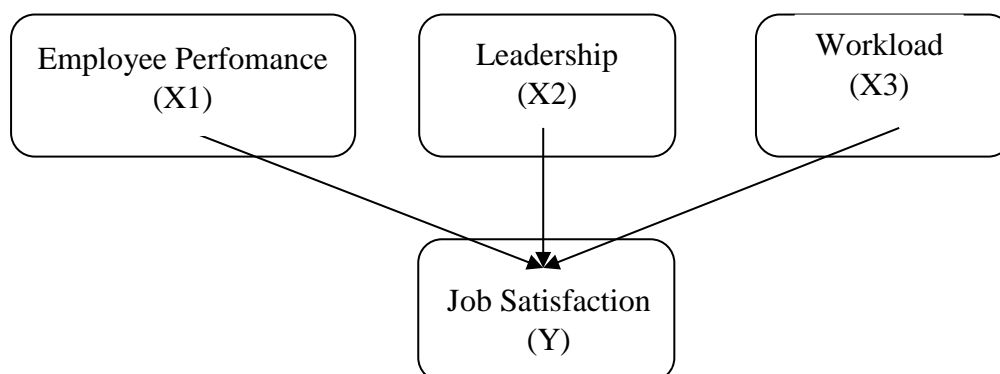
Workload is another significant factor in determining job satisfaction. Excessive workload can cause stress and burnout, which in turn reduces job satisfaction. Research shows that employees who experience a balanced workload tend to be more satisfied with their jobs (Karasek, 1979). Conversely, a high workload without adequate support can cause burnout, which has a negative impact on job satisfaction and productivity.

However, it is important to note that an individual's perception of workload also plays a role. Employees who feel able to manage their workload and have control over the tasks they perform tend to feel more satisfied. Therefore, management needs to pay attention not only to the amount of workload, but also how the workload is managed and perceived by employees.

This research is in line with research conducted by : (AA Saputra., 2022), (DR Dhanian., 2012), (Safitri et al., 2019).

### Conceptual Framework

Based on the problem formulation, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for this article is as follows



**Figure 1. Conceptual Framework**

And there are many other factors that influence Job Satisfaction (Y), including:

- a) Motivation : (H. Ali et al., 2022), ( H. Ali., 2016), (NFS Salam et al., 2020), (Afuan & H. Ali et al., 2023), (Alqawi & H. Ali et al., 2024).
- b) Work Environment: (Nurdianah & H. Ali., 2023), (Wicaksono & H. Ali et al., 2022), (Alqawi & H. Ali et al., 2024), (Kasra & H. Ali., 2023).
- c) Culture : ( H. Ali et al., 2022), (Poernamasari et al., 2024), (I Prasetyo et al., 2023), (RFA Saputra et al., 2021).
- d) Training : (Candana & Ali et al., 2023), (Wicaksono & Ali et al., 2022), (H. Ali., 2016), (Pratiwi & Ali., 2023), (Pusparini & H. Ali).

### CONCLUSION

This research aims to find out whether employee performance, leadership and workload play a role in job satisfaction. Based on the article questions, conclusions can be drawn from this research, namely as follows: 1) Employee Performance plays a role in Job Satisfaction, 2) Leadership plays a role in Job Satisfaction, 3) Workload plays a role in Job Satisfaction.

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