



## RESEARCH ARTICLE

## The Happiness Factor: Job Satisfaction as a Buffer between Workload-Included Stress and Productivity

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ARTICLE INFO	ABSTRACT
Received: Oct 18, 2024	<p>The rapid expansion of Indonesia's FMCG (Fast-Moving Consumer Goods) sector, spurred by urbanization and population growth, has created significant challenges for leading corporations in their efforts to boost employee productivity. This research seeks to explore the intricate relationships between workload, job stress, and work productivity within PT Unilever Indonesia Tbk., with a particular emphasis on the mediating effect of job satisfaction on the links between workload, job stress, and work productivity, while also identifying key factors that influence employee productivity. A quantitative-explanatory research design was adopted, involving a sample of 300 respondents, with data collected via an online questionnaire. The study employed Structural Equation Modeling-Partial Least Squares (SEM-PLS) to examine the relationships among the variables, utilizing the Smart-PLS 4 software. The findings indicate that job satisfaction plays a mediating role in the relationships between workload and work productivity, as well as job stress and work productivity. Notably, workload does not have a direct impact on work productivity, whereas job stress exerts a significant influence on it.</p>
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### INTRODUCTION

Indonesia's fast-moving consumer goods (FMCG) sector has experienced extraordinary expansion. According to data, the market valuation of the FMCG industry surged to 1.2 trillion USD in 2020, propelled by rising income levels (Marketeers, 2024), urbanization, and population growth. A projected CAGR of 7.6 percent from 2021 to 2025 indicates strong growth momentum, reflecting the continuously increasing demand and changes in consumer behavior (Detik News, 2023). These factors are supported by the ease of distribution through e-commerce and other channels (Guru et al., 2023). This phenomenon highlights the vital role of the FMCG industry in the economy, as it consistently supplies large quantities of daily necessities. Data from the Indonesian FMCG Report 2023 illustrates consumer preferences in Indonesia for FMCG products. The personal care and beauty category dominates in popularity, followed by food and beverages, health, and mother and child categories. The market comprises 270 subcategories, 38,185 brands, and 10,712,117 product listings (Statista, 2023). Total FMCG product sales through e-commerce in 2023 reached 57.6 trillion IDR, marking a 1.03% increase from the previous year (Kompas, 2023). This data illustrates the evolving consumption patterns of Indonesian society, with an increasing interest in certain products that can become strategic focal points for companies in the FMCG industry.

The Indonesia Stock Exchange (IDX) published data concerning the market capitalization of FMCG companies within the nation in 2023 (IDX, 2023). PT Unilever Indonesia Tbk. commands the highest market capitalization, amounting to 160.6 trillion IDR, reflecting investor confidence in the company's potential for future growth and performance. Trailing behind are PT Indofood CBP Sukses Makmur Tbk. with 132.3 trillion IDR, PT Kalbe Farma Tbk. at 93.8 trillion IDR, PT Indofood Sukses Makmur Tbk. at 64.3 trillion IDR, and PT Mayora Indonesia Tbk. at 59.2 trillion IDR. This substantial

market capitalization highlights the imperative for continuous innovation, bolstering product portfolios, and upholding service excellence to remain competitive in the ever-evolving FMCG landscape (Kang et al., 2023). The success of these enterprises is intricately linked to employee performance, which is directly influenced by the productivity they achieve (Valaei et al., 2022). Collaboration from top management to the lowest levels is essential, as every employee plays a crucial role in producing high-quality products. Top management sets the long-term vision, while lower management implements strategies on the ground (Prashar, 2023; Jam et al., 2011). Companies can achieve success by optimizing employee productivity through training, employee development, and a work culture that supports innovation. Employees with high skills and commitment are valuable assets to the company. Investing in employee development and performance is key to long-term success in the FMCG industry.

A company's revenue is the most tangible indicator of its work productivity. From 2021 through 2023, PT Unilever Indonesia Tbk.'s financial reports show a decrease in revenue of 5.7 trillion IDR, 5.3 trillion IDR, and 4.8 trillion IDR, respectively. Meanwhile, their sales expenses have been steadily climbing, reaching 7.8 billion IDR in 2021, 8.4 billion IDR in 2022, and 8.9 billion IDR in 2023. If operational efficiency is enhanced, then an improvement in work productivity should be reflected in rising firm revenues with stable or decreasing cost of sales (Bellet et al., 2024). The inverse is true, according to empirical evidence, when sales costs keep going up without any growth in revenue. Low employee productivity is implied by this phenomena, which shows a large discrepancy between expected and actual productivity. The company's plan to optimise and improve employees productivity included laying off 161 workers in 2022, further demonstrating the low productivity (CNBC, 2022). Additionally, 830 Unilever employees participated in an internal survey in 2022 that PT Unilever Indonesia ran, and the results show that burnout levels among employees are moderate. But workers aren't yet comfortable talking about mental health difficulties, and they think their burden is somewhat overwhelming. Consequently, in order to fully comprehend employee productivity and the elements that impact it, deeper research is required.

Increasing workload is often viewed as a strategy to boost employee productivity. Several studies, such as those by Salsabilla et al. (2022) and Nurul Pratiwi Army et al. (2023), indicate a significant correlation between elevated workload and enhanced productivity levels. High levels of challenges and workloads can increase employee motivation and performance, resulting in greater work productivity over time (Nurul Pratiwi Army et al., 2023). However, research conducted by Prihatmoko et al. (2023) suggests that workload does not necessarily impact work productivity. According to Prihatmoko et al. (2023), the level of work productivity is not always influenced by the workload but rather depends on the efficiency and quality of management.

Increased workload can elevate job stress, which in turn may lower work productivity. The studies by Toscano & Zappalà (2020) and Sandoval-Reyes et al. (2021) reveal that a higher workload heightens job stress, ultimately reducing productivity. Widodo et al. (2021) also found that elevated job stress can impair concentration, motivation, and task efficiency, thereby affecting productivity negatively. However, Agyapong et al. (2022) provides contradictory evidence, indicating that job stress does not necessarily impact work productivity. According to Agyapong et al. (2022), other elements such as social support and effective management play crucial roles. These findings underline the complexity of the relationship between job stress and productivity, pointing to the need for a holistic approach in human resource management. The varying results in studies exploring the link between workload, job stress, and productivity emphasize the inconsistency in the findings. To address this gap, the use of a mediating variable, specifically job satisfaction, is proposed in this research to better understand the relationships between these variables.

Job satisfaction describes how content or happy an employee feels regarding their job (Gazi et al., 2022). The choice to use job satisfaction as a mediating variable is rooted in Herzberg's Dual Factor Theory (1959), which underscores the impact of motivational factors on enhancing job satisfaction and intrinsic motivation among employees. Herzberg (1959) suggests that factors such as recognition, opportunities for advancement, and a sense of accomplishment can significantly affect job satisfaction and productivity. Satisfied employees tend to be more motivated to perform better and be more productive (Vo-Thanh et al., 2020). Moreover, job satisfaction shapes employees'

perceptions of workload and job stress. Employees who are content with their jobs often see workload as a manageable challenge rather than as a stressor (Jermsittiparsert et al., 2021a; Ramlawati et al., 2021a). Furthermore, job satisfaction influences how individuals respond to job stress. Satisfied employees are typically better equipped with psychological and emotional resources, such as social support and self-confidence, to deal with job stress (Dwiyanti et al., 2019; Ruch & Stahlmann, 2023). Consequently, employees who are better at managing job stress and workload are likely to feel more satisfied and maintain or improve their work productivity.

The object of this study is PT Unilever Indonesia Tbk. In addition to the previously described phenomenon of declining revenue and increasing cost of sales, PT Unilever Indonesia Tbk. has been ranked as the number one company in the Employer of Choice category for nine consecutive years according to the Kalibr Employer Branding survey (PT Unilever Indonesia Tbk., 2023). This achievement indicates that the company is regarded as a desirable workplace by professionals in Indonesia. On the other hand, negative issues such as frequent large-scale layoffs conducted by Unilever Indonesia and the annual decrease in the number of employees, reveal underlying challenges the company faces (Databoks, 2022). By choosing Unilever Indonesia as the focal point of this study, the research aims to yield valuable insights into the company's internal and external dynamics and how these factors influence work productivity.

The novelty of this study lies in the use of job satisfaction as a mediating variable, which has not been widely applied in previous studies. Additionally, employing a research model that is rarely used in the FMCG industry further enhances the novelty of this study. Moreover, the implementation of the Dual Factor Theory (F. Herzberg, 1959) as a framework provides a deeper understanding of the factors influencing company work productivity, which is also a unique aspect of this study. With a diverse approach, this research aims to offer comprehensive insights for academics and practitioners in the fields of human resource management and the FMCG industry.

### **Dual-Factor Theory**

Frederick Herzberg's Dual Factor Theory, commonly known as the Motivation-Hygiene Theory, introduced in 1959, posits that job satisfaction is influenced by two primary elements: motivation factors and hygiene factors (F. Herzberg, 1959; Kwasi & George, 2000). Motivation factors, including aspects like achievement and responsibility, are key contributors to job satisfaction and intrinsic motivation for employees. In contrast, hygiene factors, which encompass company policies, the physical work environment, and salary, only serve to prevent dissatisfaction but do not directly enhance job satisfaction (F. Herzberg, 1959). Herzberg stresses the importance of addressing both motivation and hygiene factors to cultivate a workplace that is both motivating and satisfying for employees (F. Herzberg, 1959). He asserts that managers must address both sets of factors to foster job satisfaction and enhance productivity (F. Herzberg, 1959; Kwasi & George, 2000).

### **Workload**

Workload is defined as the volume and intricacy of tasks assigned to an individual or group within a designated timeframe (Inegbedion et al., 2020; Salsabilla et al., 2022). Janib et al. (2021) suggest that workload analysis is conducted to comprehend the impact of workload on work productivity within the workplace. Techniques such as direct observation, questionnaires, and advanced physiological monitoring tools like electrocardiograms (EKG) and electroencephalograms (EEG) are employed to gain a comprehensive understanding of workload levels and their effects (Wu et al., 2021).

### **Job stress**

Job stress manifests as a psychological state when individuals experience significant tension, pressure, or discomfort within their work environment (Annisa et al., 2024; Widodo et al., 2021). According to Wu et al. (2021), job stress can be instigated by factors such as excessive workload, conflicts between work and personal life, lack of control or support at work, and job-related uncertainty. Furthermore, Zhao et al. (2022) posits that job stress can adversely affect employees' mental and physical health, as well as their performance and productivity. Prolonged exposure to job stress may lead to chronic health issues, including anxiety, depression, and physical illnesses

(Hoboubi et al., 2017; Kokoroko & Sanda, 2019; Zhao et al., 2022). Consequently, effectively managing workplace stress is essential for enhancing overall work productivity.

### **Job satisfaction**

Job satisfaction is a condition marked by a sense of fulfillment, reflecting individuals' overall evaluations of their work (Dwiyanti et al., 2019; Gazi et al., 2022; Ramlawati et al., 2021b). According to Loan (2020), job satisfaction embodies an employee's emotional state regarding their job and the broader work environment. It encompasses the pleasure and contentment individuals derive from their job and work setting, including satisfaction with the job itself and their work experiences (Loan, 2020). According to Bakotić (2016), job satisfaction relates to the positive or negative emotions individuals experience in connection with their work and job-related situations.

### **Work productivity**

Work productivity is used to measure the efficiency and effectiveness in accomplishing work outcomes within a certain period (Nurul Pratiwi Army, 2023; Prihatmoko et al., 2023). According to Hoboubi et al. (2017), work productivity is defined as the capacity of an individual or organization to achieve outcomes efficiently by utilizing resources such as time, energy, and costs. Elevated levels of work productivity are commonly regarded as markers of strong performance, which in turn contribute to the success of individuals, teams, or entire organizations (Annisa et al., 2024). The relationship between workload and work productivity is complex and deeply interrelated. Grobelna (2021) demonstrated that a heavy workload can increase stress and fatigue, which can reduce work productivity by impairing concentration, speed, and accuracy. Additionally, Kubicek et al. (2023) pointed out that low workloads can also affect productivity by causing boredom or a lack of challenge. This study explores the connections between Workload (WD), Job Stress (JS), Job Satisfaction (JSN), and Work Productivity (WP) among employees at PT. Unilever Indonesia Tbk. The following hypotheses are proposed in this study:

H1: Workload has a positive and significant influence on Work productivity.

Workload and job satisfaction are significantly connected in the work environment. High workloads often lead to pressure, fatigue, and stress, which can influence employees' views of their jobs (Jermsittiparsert et al., 2021a). Conversely, when tasks are completed effectively and within appropriate timeframes, employees are likely to feel more satisfied with their work (Inegbedion et al., 2020). Salsabilla et al. (2022) argue that excessive workloads can result in job dissatisfaction because employees feel unable to complete their tasks well or lack sufficient time. However, when the workload is aligned with employees' abilities and capacities, it can increase feelings of accomplishment and job satisfaction, as they perceive their tasks have been completed successfully (Jermsittiparsert et al., 2021b; Salsabilla et al., 2022). Therefore, effective workload management and task balancing are essential to enhancing job satisfaction among employees. The hypotheses proposed in this study are as follows:

H2: Workload has a negative and significant influence on Job satisfaction.

Job stress and work productivity are crucial elements in any organization. Elevated levels of workplace stress among employees can result in a significant decline in productivity (Hoboubi et al., 2017). Research conducted by Annisa et al. (2024) and Widodo et al. (2021) indicates that job stress disrupts concentration, reduces motivation, and impairs employees' ability to focus on their tasks. This stress can negatively affect employees' ability to complete work efficiently and effectively (Annisa et al., 2024; Widodo et al., 2021). Effective management of job stress can be achieved by creating a more positive work environment, including open communication, appropriate task delegation, and other measures. Therefore, managing stress in the workplace is crucial for enhancing overall work productivity in a company. The hypothesis formulated in this study is as follows:

H3: Job stress has a negative and significant impact on Work productivity.

Elevated levels of job stress can lead to diminished job satisfaction among employees (Ramlawati et al., 2021b). Wu et al. (2021) suggest that heightened job stress often results in reduced motivation, dissatisfaction, and a general lack of fulfillment in one's work. Conversely, when employees

successfully manage job stress, they tend to experience greater job satisfaction (Jermsittiparsert et al., 2021b; Wu et al., 2021). A sense of control and the ability to navigate workplace challenges significantly enhance overall job satisfaction (Hoboubi et al., 2017; Wu et al., 2021). Consequently, effective stress management and a focus on employees' mental well-being are essential for fostering higher job satisfaction. The hypothesis in this study is as follows:

H4: Job stress has a negative and significant impact on Job satisfaction.

When employees derive satisfaction from their work, it markedly enhances their motivation and zeal to excel in their performance (Hoboubi et al., 2017). Tarigan et al. (2022) emphasize that job satisfaction is pivotal in establishing a robust connection between employees and their duties, fostering a sense of appreciation, and engendering a profound sense of achievement. This ultimately contributes to elevated levels of productivity. In contrast, the absence of job satisfaction can lead to a significant decrease in both enthusiasm and motivation, thereby adversely affecting productivity (Tarigan et al., 2022). Consequently, cultivating job satisfaction is an essential strategy for optimizing productivity within a corporate setting. The hypothesis posited in this study is as follows:

H5: Job satisfaction has a positive and significant impact on Work productivity.

Job satisfaction has a strong relationship with workload and work productivity. Companies that impose workloads beyond their employees' capabilities and capacities can directly diminish the job satisfaction levels among their workforce (Annisa et al., 2024; Prihatmoko et al., 2023). The drop in job satisfaction is typically caused by excessive fatigue and stress from the work performed (Junaidi et al., 2020). Employees with low job satisfaction often lack the motivation to complete their tasks and fail to deliver optimal results (Junaidi et al., 2020; Prihatmoko et al., 2023). This condition can eventually lead to a decline in work productivity. Thus, effective management is necessary to understand the factors that impact job satisfaction and to manage workloads in a way that enhances overall work productivity within the company. The hypothesis in this study is as follows:

H6: Job satisfaction mediates the relationship between Workload and Work productivity.

When employees experience high levels of job stress within a company, it can reduce satisfaction with the assigned tasks (Salsabilla et al., 2022; Tarigan et al., 2022) This dissatisfaction can affect low motivation and overall poor performance (Toscano & Zappalà, 2020). (Gumasing et al., 2023) Explained that low job stress enhances job satisfaction, which ultimately can strengthen motivation and job productivity. Effective job stress management and attention to employee job satisfaction can be crucial strategies for improving job productivity within an organization or company. The formulated hypothesis is:

H7: Job satisfaction mediates the relationship between Job stress and Work productivity.

## METHODS

This research employed a quantitative-explanatory framework, with the entire employee base of PT Unilever Indonesia Tbk serving as the study population. Data were amassed through an online survey administered via Google Forms, with respondents' answers evaluated on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The analytical procedures encompassed both descriptive statistics and Structural Equation Modeling (SEM), employing the Partial Least Squares (PLS) technique, executed using the SmartPLS 4 software. Table 1 delineates the operational definitions of the variables under scrutiny in this investigation.

**Table 1. Definition of Operational Variable**

Variable	Dimensions	Question Indicators	References
<b>Workload</b>	Target	I am able to complete tasks based on specific targets. The results of the work I have done have met the expected targets.	Grobelna., (2021)

	Working Condition	<p>I am willing to take risks in the workplace.</p> <p>I can make complex tasks easier to complete.</p> <p>I can complete tasks outside my field for the success of the company.</p>	
<b>Job stress</b>	Total Working Hours	<p>I have very limited rest time.</p> <p>I have irregular working hours.</p> <p>I can perform better if given more time for the job.</p>	Sari et al., (2021)
	Work Demand	<p>I have significant responsibilities in completing tasks.</p> <p>I require high concentration to complete tasks.</p> <p>My job involves high risks.</p> <p>The tasks assigned are not in line with my abilities.</p>	
<b>Job satisfaction</b>	Job	<p>I feel satisfied with the tasks completed.</p> <p>I get tasks that match my desires.</p>	Romero & Bantigue, (2017)
	Monitor	<p>I feel satisfied with the supervision provided by the company.</p> <p>I am satisfied with the effective control system.</p>	
	Salary	<p>I am satisfied with the salary.</p> <p>I receive a salary commensurate with the responsibilities given.</p>	
	Promotion	<p>The promotions given are commensurate with my abilities.</p> <p>I am satisfied with the career opportunities available.</p>	
	Peer	<p>I have good cooperation with colleagues.</p> <p>I get motivation from colleagues.</p>	
<b>Work productivity</b>	Productive Time	I always utilize working hours by performing relevant tasks.	Mutegi et al., (2023)

		I schedule tasks that require full attention to minimize disruptions during working hours.	
	Accomplishment of Tasks	I set clear goals for each task assigned to complete them on time. I use effective planning strategies to prioritize tasks wisely to efficiently complete each task.	
	Value Added	I always seek ways to improve the efficiency of my work to make a significant contribution to the company. I actively seek opportunities to learn so that I can make a greater contribution to the company.	

Source: Primary Data (2024)

The target population for this research encompasses the entire workforce of PT Unilever Indonesia Tbk. The inclusion criteria for respondent selection are individuals aged between 21 and 35 years who hold permanent employment status with PT Unilever Indonesia Tbk and have been with the organization for a minimum duration of one year. The study employs a non-probability sampling method, specifically utilizing convenience sampling. A sample size of 300 respondents was established based on a 95% confidence level, with a significance threshold ( $\alpha$ ) set at 0.05, allowing for a margin of error that does not exceed 5%. The study employs Partial Least Squares Structural Equation Modeling (PLS SEM) for data analysis, a methodology selected for its adeptness in examining the interrelationships among complex variables within a structural framework (Hair, 2017; Sekaran & Bougie, 2016). In the context of this research, PLS SEM is utilized to elucidate the contributions of the specified variables to the theoretical constructs under investigation and to evaluate the overall model fit against the empirical data (Uma Sekaran, 2017). The analytical process integrates methodologies such as path analysis and mediation analysis, aiming to yield a nuanced comprehension of the interdependencies among the variables delineated within the research framework.

**RESULTS**

**Convergent Validity Result**

Convergent validity requires the use of measurement tools (indicators) to accurately measure the concepts. According to (Hair & Brunsveld, 2019) loading factors greater than or equal to 0.7 ( $\geq 0.7$ ) and AVE greater than or equal to 0.5 ( $\geq 0.5$ ) are considered valid. The complete test results are presented in Table 2.

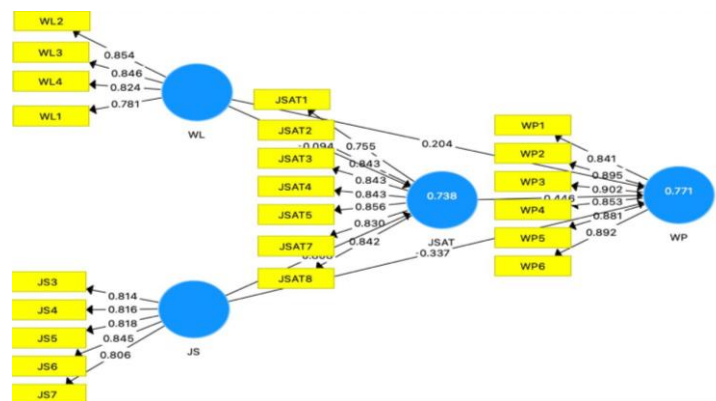


Figure 2. Outer Loading Result

Source: Primary Data (2024)

**Table 2. Convergent Validity Result**

Variable	Dimension	Indicator	Loading Factor	AVE	Result
Workload	Target	WL1	0,854	0,683	Valid
		WL2	0,846		Valid
	Working Condition	WL3	0,824		Valid
		WL4	0,781		Valid
		WL5	0,810		Valid
Job Stress	Total Working Hours	JS3	0.814	0,672	Valid
		JS4	0.816		Valid
		JS5	0.818		Valid
	Work Demand	JS6	0.845		Valid
		JS7	0.806		Valid
Job Satisfaction	Job	JSAT1	0.755	0,691	Valid
		JSAT2	0.843		Valid
	Monitor	JSAT3	0.843		Valid
		JSAT4	0.843		Valid
	Salary	JSAT5	0.856		Valid
	Promotion	JSAT7	0.830		Valid
JSAT8	0.842	Valid			
Work Productivity	Productive Time	WP1	0.841	0,770	Valid
		WP2	0.895		Valid
	Accomplishment of Tasks	WP3	0.902		Valid
		WP4	0.853		Valid
	Value Added	WP5	0.881		Valid
		WP6	0.892		Valid

Source: Primary Data (2024)

Table 2 demonstrates that all variables have achieved an AVE (Average Variance Extracted) exceeding 0.5 ( $\geq 0.5$ ). This indicates that the average variance captured by all indicators surpasses 50%, thereby satisfying the minimum criterion for being adequately explained by each latent variable. Consequently, the outcomes of the convergent validity test via AVE affirm that the indicators employed to measure all variables in this study are deemed valid. Additionally, Table 2 reveals that each indicator possesses a loading factor exceeding 0.7, as illustrated in the table. This scenario signifies that the indicators contribute more than the required minimum percentage, which is 60%, towards measuring the latent variables. Table 2 provides the loading factor values derived from the 300 respondents who participated in the survey. The findings for each variable—workload, job stress, job satisfaction, and work productivity—have surpassed the validity threshold of 0.7, thereby confirming the validity of the results. The indicators that contribute most significantly to the workload variable are WL1 with a loading factor of 0.854, representing the completion of specific targets from the target dimension. The Job Stress variable is represented by indicator JS6 at 0.845 from the work demand dimension, which relates to the high risk of the tasks performed. Furthermore, the Job Satisfaction variable is also represented by indicator JSAT5 at 0.856 from the pay dimension, which explores satisfaction with the provided salary. As for the Work Productivity variable, the most influential indicator is WP3 at 0.902, representing the accomplishment of tasks related to clear goals regarding the tasks or jobs assigned and the employee's ability level in completing them.

### Discriminant Validity Result

Assessing construct validity also involves examining discriminant validity, where the Heterotrait-Monotrait Ratio (HTMT) should be less than 0.85 to confirm that construct validity is adequate. In some cases, depending on the model's complexity and the data's characteristics, the threshold can be set lower than 0.9.



**Table 3. Heterotrait-Monotrait Ratio Value**

Heterotrait-Monotrait Ratio				
	<b>Job Stress</b>	<b>Job Satisfaction</b>	<b>Workload</b>	<b>Work Productivity</b>
Job Stress				
Job Satisfaction	0.845			
Workload	0.583	0.566		
Work Productivity	0.801	0.795	0.668	

Source: Primary Data (2024)

According to the results presented in Table 3, the HTMT values for the job satisfaction, job stress, work productivity, and workload variables are all below 0.85, suggesting that the construct validity in this study is considered to be quite good. Therefore, it can be concluded that the measurement tools employed in this study possess adequate construct validity for assessing the variables of interest, namely job satisfaction, job stress, work productivity, and workload.

### Construct Reliability

This study examines the level of reliability based on the Composite Reliability values and Chronbach's Alpha. Referring to Sarstedt et al., (2021), the minimum requirement for composite reliability and cronbach's alpha supposed to be above 0,7 (>0,7). Table 4 below respresents the comprehensive analysis of construct reliability.

**Table 4. Composite Reliability**

	<b>Composite Reliability</b>	<b>Cronbach's Alpha</b>	<b>Result</b>
<b>Job Stress</b>	0.911	0.878	Reliable
<b>Job Stisfaction</b>	0.940	0.925	Reliable
<b>Workload</b>	0.896	0.845	Reliable
<b>Work Productivity</b>	0.953	0.940	Reliable

Source: Primary Data (2024)

The analytical results confirm that all four constructs demonstrate considerable reliability, as indicated by Composite Reliability scores ranging from 0.896 to 0.953 and Cronbach's Alpha values between 0.845 and 0.940. The construct of Job Stress, in particular, exhibits a Composite Reliability of 0.911 and a Cronbach's Alpha of 0.878, reflecting a strong internal consistency. Likewise, Job Satisfaction is proven to be highly reliable, with a Composite Reliability of 0.940 and a Cronbach's Alpha of 0.925. The constructs related to Workload and Work Productivity also display significant reliability, evidenced by Composite Reliability scores of 0.896 and 0.953, respectively, and Cronbach's Alpha values of 0.845 and 0.940. These findings decisively confirm that the measurement scales utilized for these constructs are consistent and reliable.

### Structural Model Evaluation

The primary objective of performing the inner model analysis is to evaluate the significance of the constructs alongside the R-Square value of the research model. The R-Square metric serves as an indicator of the extent to which independent variables exert influence over the dependent variable. The quality of the model is gauged by its R-Square value, where a value of 0.67 reflects a robust model, 0.33 suggests a moderate model, and 0.19 indicates a weak model (Hair et al., 2021).

**Table 5. R-Square Value**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Job Satisfaction</b>	0,738	0,737
<b>Work Productivity</b>	0,771	0,769

Source: Primary Data (2024)

As presented in Table 5, the R-Square value for job satisfaction stands at 0.738, surpassing the 0.67 threshold, which signifies a robust model. This value implies that job satisfaction accounts for 73.8% of the variance in work productivity. Similarly, work productivity exhibits an R-Square value of 0.771, also exceeding the 0.67 benchmark, indicating that workload, job stress, and job satisfaction collectively explain 77.1% of the variation in work productivity. Furthermore, the model's adequacy can be assessed using the SRMR (Standardized Root Mean Square Residual) in Structural Equation Modeling (SEM) analysis. Introduced by Hu and Bentler in 1999 for use in CB-SEM applications, SRMR evaluates the average standardized residual between observed variable correlations and covariances and the estimated population covariance.

**Table 6. Standardized Root Mean Square Residual Value (SRMR)**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>95%</b>	<b>99%</b>
<b>Saturated Model</b>	0,065	0,039	0,045	0,048
<b>Estimated Model</b>	0,065	0,039	0,046	0,049

Source: Primary Data (2024)

Table 6 shows the SRMR values that represent the model's fit. SRMR values range from 0 to 1, with a value below 0.08 typically indicating a good model fit, while a value above 0.10 suggests a poorer fit. The model in this study has an SRMR of 0.085, which is within the 0.08 to 0.10 range, indicating a reasonably good fit. Referring to Table 8, the SRMR values for both the saturated and estimated models in this study are 0.081, also within the 0.08 to 0.1 range, indicating a reasonably good model fit.

**Hypotheses Test Result**

**Table 7. Hypothesis Test Result**

<b>Direct Effect</b>						
	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics</b>	<b>P Values</b>	<b>Result</b>
<b>Workload -&gt; Work Productivity</b>	0,204	0,210	0,049	4,133	0,000	Accepted

<b>Workload -&gt; Job Satisfaction</b>	-0,094	-0,100	0,047	1,983	0,048	Accepted
<b>Job Stress -&gt; Work Productivity</b>	-0,337	-0,342	0,073	4,625	0,000	Accepted
<b>Job Stress -&gt; Job Satisfaction</b>	-0,808	-0,805	0,039	20,940	0,000	Accepted
<b>Job Satisfaction -&gt; Work Productivity</b>	0,446	0,432	0,076	5,894	0,000	Accepted
<b>Indirect Effect</b>						
<b>Workload -&gt; Job Satisfaction -&gt; Work Productivity</b>	0,042	0,043	0,023	1,847	0,065	Rejected
<b>Job Stress -&gt; Job Satisfaction -&gt; Work Productivity</b>	0,360	0,348	0,064	5,621	0,000	Accepted

Source: Primary Data (2024)

Table 7 outlines the results of a Structural Equation Modeling (SEM) analysis, which assesses both the direct and indirect impacts of workload and job stress on job satisfaction and work productivity. The findings indicate that workload exerts a positive and significant influence on work productivity ( $\beta = 0.204$ ,  $p < 0.001$ ), while it has a negative and significant effect on job satisfaction ( $\beta = -0.094$ ,  $p = 0.048$ ). Furthermore, job stress is demonstrated to have a detrimental impact on both work productivity ( $\beta = -0.337$ ,  $p < 0.001$ ) and job satisfaction ( $\beta = -0.808$ ,  $p < 0.001$ ). The analysis further reveals that job satisfaction significantly and positively contributes to work productivity ( $\beta = 0.446$ ,  $p < 0.001$ ). In terms of indirect effects, the data suggest that job satisfaction does not significantly mediate the relationship between workload and work productivity ( $p = 0.065$ ); however, it significantly mediates the relationship between job stress and work productivity ( $\beta = 0.360$ ,  $p < 0.001$ ). Thus, the model validates the direct effects and the mediating role of job satisfaction in the relationship between job stress and work productivity, though it does not support the mediating function of job satisfaction in the link between workload and work productivity.

## DISCUSSION

### Workload on Work Productivity

The findings of this study indicate a significant positive relationship between Workload (WL) and Work Productivity (WP) with indicator WL2 has the highest loading factor that discuss "The results of the work I do have met the expected targets", this means that employees at PT Unilever Indonesia are performing very well, as they are able to accomplish tasks according to the expected targets. This finding is consistent with previous research conducted by (Annisa et al., 2024), indicating that Workload has a positive and significant influence on Work Productivity. Furthermore, in the dual factor theory proposed by (F. Herzberg, 1959) which explained that there are two factors influencing work productivity, namely hygiene factors and motivation factors. In the context of Workload and Work Productivity, hygiene factors can be interpreted as adequate workload conditions and effective team support, while motivation factors can be interpreted as satisfaction with target achievement, recognition of performance, and career growth opportunities. The implication of these findings is

that companies need to maintain such a holistic approach to continuously improve employee work productivity. Besides just focusing on workload levels, companies should also concentrate on factors such as team support, job flexibility, and effective time management. This underscores the crucial role of creating a work environment that enables employees to feel supported, have autonomy in completing tasks, and possess the ability to manage their time effectively. Therefore, H1 is accepted.

### **Workload on Job Satisfaction**

Elevated levels of workload are associated with diminished levels of job satisfaction. This study's findings reveal a significant inverse relationship between workload and job satisfaction, with the WL2 indicator exhibiting the highest loading factor. These outcomes align with prior research by Inegbedion et al. (2020), Jermsttiparsert et al. (2021b), and Salsabilla et al. (2022), which similarly identified a pronounced negative correlation between workload and job satisfaction. High workload levels can lead to increased stress and fatigue, which in turn significantly lowers job satisfaction. Factors such as inadequate social support, lack of task clarity, and insufficient recognition of work outcomes exacerbate this negative impact (Inegbedion et al., 2020). Additionally, a lack of perceived control and insufficient support from the company intensify the adverse effects of high workloads on job satisfaction (Jermsttiparsert et al., 2021b). Employees at PT Unilever Indonesia Tbk who experience high workloads without adequate control or support are more likely to report lower job satisfaction. Fair compensation aligned with the employees' level of responsibility and contribution, as indicated by the item JSAT5 ("I am satisfied with the salary"), is also crucial. Inadequate compensation can further exacerbate the negative impact of high workloads on job satisfaction, as it fails to provide a sense of appreciation and recognition (Salsabilla et al., 2022). Therefore, PT Unilever Indonesia Tbk must address these issues to mitigate the negative effects of high workloads, aiming to improve job satisfaction and overall employee well-being. Thus, H2 is accepted.

### **Job Stress on Work Productivity**

The analysis results of this study indicate that job stress has a negative effect on work productivity, aligning with previous research by Annisa et al. (2024) and Hoboubi et al. (2017), which also found a significant relationship between job stress and productivity. This finding highlights the importance of managing employee stress to improve workplace productivity. The study suggests that high "work demands" can lead to stress, making it difficult for employees to concentrate fully on their tasks. This is reflected in the item with the highest outer loading value (JS6). Employees who cannot maintain full concentration are less likely to achieve optimal outcomes, leading to reduced productivity. This explanation is consistent with F. Herzberg's (1959) dual-factor theory, which posits that hygiene factors, such as job stress, cause dissatisfaction if unmet, but do not directly enhance job satisfaction or productivity. Therefore, companies should focus on mitigating factors that cause job stress and take appropriate actions to manage it, thereby improving overall work productivity. Thus, H3 is Accepted.

### **Job Stress on Job Satisfaction**

The findings of this study demonstrate that job stress exerts a significant and negative impact on job satisfaction. This result is consistent with previous research by Ramlawati et al. (2021b) and Wu et al. (2021), which suggests that lower levels of job stress are generally associated with higher job satisfaction. Factors such as excessive workload, limited job control, and insufficient social support within the workplace contribute to increased job stress, which in turn diminishes employee job satisfaction. The study further substantiates the relationship between job stress and job satisfaction, as evidenced by the highest loading factor value for job stress (JS6). This empirical evidence underscores the importance of managing job stress by cultivating a work environment that is both comfortable and conducive to effective task focus, which can, in turn, enhance job satisfaction. The significant negative effect of job stress on job satisfaction observed in this study aligns with F. Herzberg's (1959) dual-factor theory, which categorizes job stress as a hygiene factor that, when elevated, can lead to dissatisfaction, whereas job satisfaction is more strongly influenced by motivational factors such as achievement, recognition, and responsibility. Consequently, managing job stress is essential for creating a work environment that promotes job satisfaction and minimizes dissatisfaction. Therefore, H4 is supported.

### **Job Satisfaction on Work Productivity**

Job satisfaction is closely associated with work productivity. This finding aligns with the research conducted by Prihatmoko et al. (2023), which underscores the significant impact job satisfaction has on improving individual performance in the workplace. This suggests that companies need to foster job satisfaction by offering wages that are aligned with the responsibilities employees bear, as shown by the highest outer loading value of job satisfaction (JSAT5). Supporting these findings, Junaidi et al. (2020) emphasize that companies that succeed in creating a supportive work environment and addressing employee satisfaction tend to achieve higher productivity. The research conducted by Junaidi et al. (2020) and Prihatmoko et al. (2023) emphasizes the importance of viewing employees as valuable assets that are integral to a company's success. Furthermore, F. Herzberg's dual-factor theory (1959) posits that job satisfaction is primarily driven by motivational factors such as job achievement and responsibility, whereas job dissatisfaction is influenced by hygiene factors, including the work environment, company policies, and interpersonal relationships. Therefore, investments aimed at enhancing job satisfaction should take into account both motivational elements and hygiene factors to cultivate a healthy and supportive work environment. A comprehensive human resource management strategy should integrate efforts to fulfill motivational needs and create a work environment that reduces job dissatisfaction. As a result, H5 is accepted.

### **The Role of Job Satisfaction as Mediation between Workload and Work Productivity**

The analysis of Hypothesis 1 (H1) indicates that workload significantly affects work productivity, affirming that the volume of work assigned to employees directly impacts their efficiency and output. However, the examination of Hypothesis 6 (H6) reveals that job satisfaction does not serve as a partial mediator in the relationship between workload and work productivity. This finding suggests that job satisfaction does not modify the influence of workload on employees' task performance. According to Herzberg's (1959) two-factor theory, this outcome is particularly insightful. Herzberg classifies workload as a hygiene factor, implying that while an excessive workload can lead to dissatisfaction, merely enhancing job satisfaction is insufficient to boost productivity. In essence, even when employees are satisfied with their jobs, their productivity may not increase if they are overwhelmed by a heavy workload. Therefore, organizations seeking to enhance employee productivity must carefully calibrate the workload to match employees' capacities and abilities. This approach fosters a work environment where employees can perform efficiently without the detrimental effects of excessive pressure. Consequently, H6 is accepted.

### **The Role of Job Satisfaction as Mediation between Job Stress and Work Productivity**

The study's analysis reveals that job satisfaction mediates the relationship between job stress and work productivity, indicating that job satisfaction functions as a partial mediator. There is also a significant direct relationship between job stress and work productivity, further supporting the partial mediation role of job satisfaction. This finding can be thoroughly interpreted through the lens of Herzberg's (1959) two-factor theory. The analysis suggests that job satisfaction serves as a motivational factor that mediates the connection between job stress and work productivity. Motivational elements such as achievement, recognition, and fair compensation enhance job satisfaction, which in turn directly elevates work productivity. Moreover, the analysis uncovers a significant direct impact of job stress on work productivity. Hygiene factors, including working conditions, job security, and company policies—often associated with job stress—can detrimentally affect productivity if not adequately addressed. While companies can improve work productivity by directly alleviating job stress, if such reductions do not lead to a substantial increase in productivity, the focus should shift towards enhancing motivational factors that contribute to job satisfaction. This approach aligns with Herzberg's two-factor theory, which has been empirically validated to enhance overall work productivity. Therefore, H7 is rejected.

### **Managerial Implication**

The study's findings offer several critical managerial implications for PT Unilever Indonesia and similar organizations. It is evident that a well-balanced workload positively influences work productivity, as employees performing tasks that meet expected targets demonstrate enhanced output. Managers should thus focus on maintaining an optimal workload while integrating effective

team support and job flexibility to further boost productivity. Concurrently, high workload levels have been linked to reduced job satisfaction due to increased stress, fatigue, and insufficient support. Therefore, addressing workload-related stressors, providing adequate social support, and ensuring fair compensation are essential to improve job satisfaction. The dual-factor theory underscores the importance of not only managing hygiene factors like workload and stress but also enhancing motivational factors such as achievement and recognition. Job satisfaction plays a partial mediating role in the relationship between job stress and productivity, indicating that while reducing job stress is crucial, fostering a satisfying work environment through motivational strategies is also necessary to maximize productivity. In summary, to optimize employee performance and satisfaction, companies must implement a comprehensive approach that balances workload, minimizes job stress, and promotes job satisfaction through both hygiene and motivational factors.

## **CONCLUSION**

This study reveals that while workload has a significant direct relationship with work productivity, job satisfaction does not mediate this relationship. This finding suggests that although a high workload may lead to dissatisfaction, job satisfaction alone is insufficient to counteract its negative impact on productivity. Moreover, job stress directly affects both job satisfaction and work productivity, with job satisfaction acting as a partial mediator in the relationship between job stress and productivity. These results indicate that companies should adopt a holistic approach to enhancing employee productivity, addressing both motivational and hygiene factors. Efforts to reduce job stress and bolster job satisfaction can lead to overall improvements in productivity. Human resource management should strive to balance workload with job satisfaction and implement measures to create a supportive work environment that mitigates job stress. However, a limitation of this study is its focus on a single company, which may restrict the generalizability of the findings to the broader FMCG industry, given the potential differences in context, organizational culture, and management practices. The moderate R-Square values also suggest that the selected exogenous variables may not fully explain the variations in work productivity. To gain a deeper understanding, future research should incorporate more comprehensive and representative exogenous variables. Expanding the research to include multiple companies within the FMCG industry would enhance the generalizability of the findings and provide a broader perspective on the relationships between workload, job stress, job satisfaction, and productivity in this sector. Additionally, future studies should explore additional factors beyond those examined in this study, such as the physical work environment, social support, and company policies, which can significantly influence productivity. By incorporating these elements, future research could offer a more comprehensive and nuanced understanding of employee productivity.

## **AUTHORS' CONTRIBUTIONS**

Mr. Wahyu Nugroho Wicaksono and Mr. Chrisman Nataniel Tangibali contributed to the conceptualization, article review, and manuscript writing. Mr. Adi Nugroho Yugo Utomo assisted with data analysis and manuscript writing. Mr. Abdul Rohman Hafid contributed to manuscript writing, layout design, and the final review.

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