

THE IMPACT OF WORKLOAD, WORK ENVIRONMENT, AND WORK-LIFE BALANCE ON EMPLOYEE JOB SATISFACTION: A CASE STUDY AT THE FLEA MARKET IN SEMINYAK, BALI

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ABSTRACT

Human resources represent a pivotal component within the economic framework. This is due to the perception of humans as diligent individuals who play a pivotal role within institutions, whether they be organizations or agencies. In accordance with the pivotal function of human resources, job satisfaction is a pivotal factor in determining the extent to which employees have contributed maximally to their workplace. A multitude of factors have been identified as contributors to employee job satisfaction, including workload, work environment, and work-life balance. The objective of this article is to understand how workload, work environment, and work-life balance affect employee job satisfaction at The Flea Market, Seminyak. In this article, the sample size at The Flea Market was 50, employing saturated sampling as the sampling technique, while the analysis technique utilized was multiple linear regression analysis. The findings of the study suggest that the work environment exerts a positive and significant influence on employee job satisfaction. Furthermore, work-life balance demonstrates a positive and significant impact, while workload exhibits a negative and significant effect on employee job satisfaction. In the interest of providing counsel to future researchers, it is recommended that they consider the addition of other independent variables that have the potential to affect employee job satisfaction.

Keywords: workload, work environment, work-life balance, job satisfaction

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1. INTRODUCTION

A company's success in achieving its vision or goals is contingent, in part, on the composition of its workforce. It is imperative for management to exercise prudence in the effective administration of human resources, thereby ensuring the seamless execution of the company's operational endeavors. Adequate HR management is associated with superior organizational performance, which in turn can facilitate the achievement of business objectives. Conversely, employee job satisfaction constitutes a pivotal component of human resources, given its potential to mitigate employees' perceptions concerning their work, encompassing tasks, environment, and company policies. Employees who exhibit a strong sense of enthusiasm for their work are likely to possess a robust work ethic and are able to contribute significantly to the company. Conversely, the absence of intrinsic motivation in employees can lead to diminished efficiency in their work, thereby potentially compromising the company's overall productivity.

Employee satisfaction is influenced by various factors, including workload. According to Suradi & Syarifuddin (2023), workload refers to the abilities required of a worker to understand the tasks assigned to them, as well as the number of activities and time constraints they face. Conversely, Sari (2020) underscores that dedication to one's professional responsibilities can foster heightened levels of employee engagement and loyalty.

A further element that impacts the job satisfaction of employees is the work environment. The work environment plays an instrumental role in cultivating a healthy and comfortable working atmosphere, which can encourage daily work activities. Darmadi (2020) posits that the concept of the work

environment encompasses all elements surrounding employees during the execution of their tasks, encompassing both physical and non-physical factors that have the potential to influence the manner in which employees perform their work. A positive work environment has been shown to foster teamwork and increase productivity. Therefore, it is imperative that the workplace fosters a sense of comfort, encouragement, and motivation (Qurbi & Saroyo, 2023).

The equilibrium between personal life and professional obligations, or work-life balance, has been demonstrated to influence employee job satisfaction. A favorable work-life balance has been shown to enhance job satisfaction. Sari & Hasyim (2022) posit that achieving a healthy work-life balance is of paramount importance for maintaining the emotional and psychological well-being of employees, thereby fostering a positive attitude toward their professional endeavors.

The Flea Market Seminyak is a commercial entity operating within the tourism sector, with a particular focus on the sale of Balinese souvenirs. The market employs personnel to staff booths and provide services to both domestic and international tourists. Preliminary observations and interviews conducted by the researcher with several employees of The Flea Market suggest the presence of issues related to job satisfaction associated with workload. The employees indicated that the work schedule was rigid and unaccommodating of personal time.

The discordant work environment at The Flea Market has also given rise to disputes among employees in the same work environment. Furthermore, the challenges employees encounter in balancing professional obligations with personal commitments can also have ramifications on domestic activities, including meeting family needs, performing household chores, and reviewing household tasks prior to commencing work. Consequently, employees are prohibited from engaging in social and religious activities within the community. This policy is exemplified by the restrictions imposed on Muslim and Christian employees, who, due to their religious obligations, are unable to fully partake in these activities. These employees are compelled to adhere to the company's work regulations, which hinder their ability to fully engage in religious practices. This scenario is likely to exert an influence on the satisfaction levels of the workforce. The researcher's interest in conducting research on "The Effect of Workload, Work Environment, and Work-Life Balance on Employee Job Satisfaction at The Flea Market Seminyak" stems from an observation of this phenomenon.

2. LITERATURE AND HYPOTHESES

Workload

Suradi & Syarifuddin (2023) state that workload refers to the capacity required by employees to complete tasks, and this is determined by the amount of work that must be completed as well as the time required. This is in line with Zuriana et al. (2024), who argue that workload is a series of activities that must be carried out consistently by workers within a certain period of time. Effectively managed workloads can have a significant impact on employee productivity and organizational performance. There are five indicators that influence workload: working hours, time pressure, dual roles, amount of information input, and responsibility (Anastasya, 2020).

Work Environment

The work environment is where employees carry out their daily activities, in short, their second home, which is also one of the main factors influencing how productive and satisfied they are at work (Bahri et al., 2024). In line with Prasetyo (2021), who argues that employees will be enthusiastic in doing their jobs or carrying out work activities when the work environment provides a positive atmosphere with the hope of improving employee performance in the company. The following are the indicators of the work environment as proposed by Fachrezi & Khair (2020), including: facilities, noise, air circulation, and work relationships.

Work-Life Balance

Work-life balance can be defined as a state in which a person can effectively balance several things, including work, personal life, family, and other obligations (Gragnano et al., 2020). The above statement is supported by Endeka et al. (2024), who state that work-life balance is a state in which a person is able to fulfill their obligations as a person with multiple roles, particularly in their personal life, work, and other activities that must be carried out. Ningsih & Hermiati (2023) convey that the following are three indicators of work-life balance: time balance, involvement balance, and satisfaction balance.

Job Satisfaction

Marisya (2023) states that job satisfaction refers to the feeling of satisfaction or accomplishment felt by employees as a result of performing their assigned tasks. Job satisfaction is defined as the level of satisfaction that employees have towards their work environment and their work (Kurniawan & Kadir, 2021). Job satisfaction is important because satisfied employees tend to have higher work enthusiasm, strong commitment, and motivation to complete tasks with better quality. Simanjuntak & Sitio (2021) state that there are indicators of job satisfaction, including communication, appreciation, coworkers, work comfort, and work procedures.

Hypothesis

The Effect of Workload on Employee Job Satisfaction

Workload is defined as the number of tasks or series of activities that employees must complete within a certain period of time. The capacity of employees to comprehend and adapt to the workload is a critical factor in ensuring a positive and productive work environment. However, tasks that cannot be completed on time are often viewed negatively by employees who are unable to complete them (Zuriana et al., 2024). Nisa et al. (2024) posit that employees are confronted with a multitude of tasks and responsibilities during their working hours, which must be addressed in a concurrent manner. This phenomenon is a common occurrence within the professional milieu. However, it is important to note that excessive workloads have the potential to induce fatigue, stress, and diminished job satisfaction. Conversely, proportional workloads have been shown to engender a sense of comfort and enhance job satisfaction. Workload is a factor that has the potential to affect the level of job satisfaction of employees in a company. The aforementioned assertion is corroborated by the findings of Rizki (2022) and Putri et al. (2025), who contend that an optimal workload can foster employee job satisfaction. The present body of research indicates a negative correlation between workload and employee job satisfaction. Specifically, the findings suggest that as workload increases, employee job satisfaction decreases (Rohadatul et al., 2022; Hasyim, 2020). Conversely, Wulandari et al. (2023) and Wahyuni (2021) posit that workload exerts a positive influence on employee job satisfaction. In consideration of the aforementioned description, the hypothesis proposed in this study is as follows:

H1: Workload has a negative and significant effect on employee job satisfaction at The Flea Market.

The Influence of Work Environment on Employee Job Satisfaction

The present study explores the relationship between the work environment and job satisfaction. The hypothesis is that a comfortable work environment can enhance employee enthusiasm in carrying out their work or work activities. The rationale behind this phenomenon is that a supportive work environment, characterized by a positive atmosphere, has been shown to enhance employee productivity, thereby contributing to the enhancement of the company's overall performance. Conversely, an uncomfortable work environment can impede employees' ability to complete their assigned tasks in a timely manner. According to Saefullah & Basrowi (2022), the work environment constitutes a pivotal factor in employee job satisfaction. The work environment is comprised of two main aspects: the physical work environment and the non-physical work environment. The physical work environment encompasses parameters such as layout, lighting, ventilation, temperature, cleanliness, and safety in the workplace. In contrast, the non-physical work environment comprises relationships among coworkers, support from superiors, organizational communication, and the prevailing work culture within the company. This assertion is consistent with the findings of research conducted by Mamesah et al. (2025), Febianti (2025), Fausta & Ekawati (2023), and Ningrum (2025), which demonstrate that the workplace environment exerts a positive

influence on employee job satisfaction. Conversely, Umroh (2024) and Imam (2022) conducted a study that posits the notion that the workplace environment has a deleterious effect on employee job satisfaction. Therefore, based on the above description, the hypotheses proposed in this study are as follows:

H2: The work environment has a positive and significant effect on employee job satisfaction at The Flea Market.

The Influence of Work-Life Balance on Employee Job Satisfaction

Work-life balance is defined as the ability of employees to balance personal and work demands, thereby minimizing the potential for conflict between these two domains and ensuring that each domain functions according to its designated role (Runtu et al., 2022). Employees who demonstrate proficiency in achieving this balance are often adept at managing their time effectively, striking a balance between professional obligations and personal commitments. This, in turn, has been shown to contribute to a reduction in work-related stress. This condition enables employees to maintain their mental and physical health, allocate sufficient time for familial obligations, and cultivate a fulfilling social life. Achieving an optimal work-life balance has been demonstrated to foster a sense of emotional well-being in employees, characterized by increased feelings of calm and contentment while performing their professional duties. Conversely, the absence of work-life balance can precipitate adverse consequences for employees, including heightened stress and anxiety, as well as challenges in allocating time between professional and personal domains. These factors can, in turn, lead to a decline in job satisfaction. This finding aligns with the research conducted by Taufik (2025), Ningsih et al. (2025), and Illahi & Anah (2024), which demonstrates that work-life balance has a positive impact on employee job satisfaction. This finding stands in contrast to the results of research conducted by Hatmoko (2021) and Meha et al. (2025), which suggests that work-life balance has a detrimental effect on employee job satisfaction. The hypothesis proposed in this study is as follows:

H3: Work-life balance has a positive effect on employee job satisfaction at The Flea Market.

3. RESEARCH METHOD

The research in this article was conducted at The Flea Market– Seminyak, a tourism business located at Jalan Kayu Aya, No. 17, Seminyak, Badung– Bali. The subjects in this study were employees of The Flea Market– Seminyak, who were assessed in terms of workload, work environment, work-life balance, and job satisfaction. Furthermore, the research sample in this article includes 50 employees of The Flea Market– Seminyak. Considering that the population in this study is relatively small, the researcher used a saturated sampling technique, in which all employees were used as respondents. The data collection methods used in this study include observation, interviews, documentation, and questionnaires, using data analysis techniques such as research instrument testing, descriptive statistical testing, classical assumption testing, multiple linear regression analysis, simple linear regression analysis, coefficient of determination testing (Adjusted R^2), F testing, and hypothesis testing (t-test).

4. RESULTS AND DISCUSSION

Research Instrument Test

a. Validity Test

Table 1. Results of Instrument Validity Test

Statement	Pearson Correlation	Standard	Note
Workload (X_1)			
$X_{1.1}$	0.825		Valid
$X_{1.2}$	0.871		Valid
$X_{1.3}$	0.901	0.30	Valid
$X_{1.4}$	0.924		Valid
$X_{1.5}$	0.898		Valid
Work Environment (X_2)			

X _{2.1}	0.848		Valid
X _{2.2}	0.852	0.30	Valid
X _{2.3}	0.804		Valid
X _{2.4}	0.837		Valid
Work-Life Balance (X ₃)			
X _{3.1}	0.899	0.30	Valid
X _{3.2}	0.949		Valid
X _{3.3}	0.842		Valid
Job Satisfaction (Y)			
Y _{1.1}	0.572	0.30	Valid
Y _{1.2}	0.879		Valid
Y _{1.3}	0.491		Valid
Y _{1.4}	0.779		Valid
Y _{1.5}	0.812		Valid

Source: Processed data, 2025

The table above shows that the Pearson Correlation value of the instrument is greater than 0.30. This means that all instruments used in data collection are valid questionnaires.

b. Reliability Test

Table 2. Instrument Reliability Test Results

Variable	Number of Instruments	Cronbach's Alpha	Standard	Reliability
Workload (X ₁)	5	0.924	0.60	Reliable
Work Environment (X ₂)	5	0.848		Reliable
Work-Life Balance (X ₃)	5	0.877		Reliable
Job Satisfaction (Y)	3	0.757		Reliable

Source: Processed data, 2025

Based on the analysis results presented in Table 2, the Cronbach's Alpha value for each variable is greater than 0.60. This means that the instrument is reliable, so the research can continue.

Classical Assumption Test

a. Normality Test

Table 3. Normality Test Results

	Unstandardized Residual
N	50
Asymp. Sig. (2-tailed)	0.200

Source: Processed data, 2025

Table 3 shows that the Asymp. Sig. (2-tailed) value is 0.200, and this value is greater than 0.05, so the variable is normally distributed.

b. Multicollinearity Test

Table 4. Multicollinearity Test Results

Independent Variables	Tolerance	VIF Value
Workload	0.920	1.087
Work Environment	0.898	1.114
Work-Life Balance	0.868	1.152

Source: Processed data, 2025

The table above shows that the value is greater than 0.10 and the VIF value is less than 10. Therefore, there is no multicollinearity in the regression model.

c. Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results

Independent Variables	Sig
Workload	0.431
Work Environment	0.725
Work-Life Balance	0.317

Source: Processed data, 2025

Based on Table 5 above, it can be seen that the significance value between the independent variable and the absolute residual value (ABS_RES) is greater than 0.05. This means that there is no heteroscedasticity in the regression model.

Data Analysis Results

Table 6. Summary of Multiple Linear Regression Analysis Results

Variable	B	Beta	T-Calculated	Sig.
Constant	10,895		5,472	0.000
Workload	-0.218	-0.303	-3.187	0.003
Work Environment	0.449	0.480	4.997	0.000
Work-Life Balance	0.356	0.317	3,245	0.002
R				0.786
Adjusted R-Square				0.594
F				24.847
Sig.F				0.000 ^b

Source: Processed data, 2025

a. Multiple Linear Regression Analysis Results

Based on the values in Table 6, it can be seen that the multiple linear regression equation will be:

$$Y = 10.895 - 0.218 X_1 + 0.449 X_2 + 0.356 X_3 + e$$

Based on the multiple linear regression equation above, the regression line equation provides the following information:

- 1) Workload (β_1) is -0.218, which means that as employees' workload increases, job satisfaction decreases, assuming that the work environment and work-life balance are considered constant or unchanged.
- 2) Work environment (β_2) is 0.449, which means that as the work environment of employees improves, job satisfaction will increase, assuming that workload and work-life balance are considered constant or fixed.
- 3) Work-life balance (β_3) of 0.356 means that as employees' perceived work-life balance increases, job satisfaction will also increase, assuming that workload and work environment are considered constant or remain unchanged.
- 4) A negative regression coefficient indicates an opposite effect; simply put, as employees' perceived workload increases, job satisfaction decreases. A positive regression coefficient indicates a direct effect; as the work environment and work-life balance improve, employee job satisfaction at The Flea Market– Seminyak increases.

b. Coefficient of Determination

Based on the results of the analysis in Table 6 with a value (Adjusted R Square) of 0.594, it can be interpreted that the contribution of workload, work environment, and work-life balance to employee job

satisfaction is 59.4%, while the remaining 40.6% is influenced by other variables not discussed in this study.

c. F Test

Based on the analysis results in Table 6, which show an F value of 24.847 and a significance level of $F_{0.000} < 0.05$, the results indicate that workload, work environment, and work-life balance simultaneously have a significant effect on job satisfaction. Therefore, it can be concluded that this research model is suitable for further testing of the hypothesis.

d. t-test

The analysis results described in Table 6 can help researchers draw the following conclusions:

1) The Effect of Workload on Job Satisfaction

Based on the analysis results, the t-value for the workload variable is -3.187 with a regression coefficient of -0.218 and a significance level of $0.003 < 0.05$. These results indicate that workload has a negative and significant effect on job satisfaction. Thus, the hypothesis that workload has a negative effect on employee job satisfaction can be accepted.

2) The Effect of Work Environment on Job Satisfaction

The results of the above analysis show that the t-value for the work environment variable is 4.997 with a regression coefficient of 0.449 and a significance level of $0.000 < 0.05$. These results indicate that the environment has a positive and significant effect on job satisfaction. Therefore, the hypothesis stating that the work environment has a positive effect on employee job satisfaction can be accepted.

3) The Effect of Work-Life Balance on Job Satisfaction

Based on the analysis results provided, the t-value for the work-life balance variable is 3.245 with a regression coefficient of 0.356 and a significance level of $0.002 < 0.05$. This shows that work-life balance has a positive and significant effect on job satisfaction, which means that the hypothesis that work-life balance has a positive impact on job satisfaction can be accepted.

Discussion

The Effect of Workload on Employee Job Satisfaction at The Flea Market

The results of the first hypothesis test in this study indicate that workload has a negative and significant effect on the job satisfaction of employees at The Flea Market. This is indicated by a negative regression coefficient of -0.218 , specifically for the workload variable, with a significance level of $0.003 < 0.05$. This finding suggests a negative correlation between the extent of work performed by employees at The Flea Market and their reported job satisfaction. Consequently, the initial hypothesis (H1) proposed in this study can be validated. Workload, therefore, can be defined as the number of tasks or activities that each employee must complete within a certain period of time. A high workload has been shown to cause fatigue, stress, and decreased work motivation, while a proportional workload can create a sense of comfort and increase work effectiveness.

The findings of this study offer insight into the workload conditions experienced by employees at The Flea Market. Employees regard the company's operating hours, which are devoid of designated holidays, as inflexible. This condition has been shown to impede employees' ability to effectively carry out their work, thereby reducing their overall job satisfaction. The findings of this study can be associated with discrepancy theory. Discrepancy theory posits that job satisfaction is influenced by the discrepancy between employees' expectations and the working conditions they experience. The discrepancy between employees' perceptions and their actual work experience is a significant issue, particularly in cases where the workload is substantial. This discrepancy can ultimately lead to job dissatisfaction. An excessively demanding workload has been demonstrated to be a contributing factor to work stress, particularly in instances where professional obligations exceed an individual's capacity to execute tasks in a satisfactory and expeditious manner. This condition has been shown to induce stress and anxiety in employees, which, in turn, has a deleterious effect on their job satisfaction levels. The findings of this study are consistent

with the results of studies conducted by Rizki (2022), Putri et al. (2025), Devi et al. (2021), Rahma (2024), and Hasyim (2020), who argue that workload has a negative impact on employee job satisfaction.

The Influence of Work Environment on Employee Job Satisfaction at The Flea Market

The results of the second hypothesis test in this study indicate that the work environment has a positive and significant effect on employee job satisfaction at The Flea Market. This is indicated by the regression coefficient value of the work environment variable of 0.449 with a significance level of $0.000 < 0.05$. The findings of this study suggest a positive correlation between the quality of the work environment perceived by employees and the level of employee job satisfaction at The Flea Market. Consequently, the second hypothesis (H2) of this study can be accepted. A conducive work environment has been shown to encourage greater employee participation in work activities. Conversely, a less conducive work environment has been shown to cause job dissatisfaction among employees.

The findings of this study suggest that employees of The Flea Market experience a lack of comfort in their professional interactions with colleagues, attributable to the perception that the work environment is not conducive to support and collaboration. A less harmonious work atmosphere has been shown to cause tension, which can result in some employees feeling uncomfortable in carrying out their work. The findings of this study can be associated with the mismatch theory initially developed by Porter (1961), which posits that the work environment can serve as a significant factor influencing job satisfaction. A work environment characterized by comfort, safety, and support has been demonstrated to enhance employee enthusiasm and engagement in their professional responsibilities. The findings of this study are consistent with the findings of research conducted by Mamesah et al. (2025), Febianti (2025), Nurhidayat & Wibowo (2021), Fausta & Ekawati (2023), and Ningrum (2025). These studies have demonstrated that the quality of the work environment has a positive and significant effect on job satisfaction, indicating that as the quality of the work environment improves, job satisfaction levels also increase.

The Influence of Work-Life Balance on Employee Job Satisfaction at The Flea Market

The results of the third hypothesis test demonstrate that work-life balance exerts a positive and significant effect on the job satisfaction of The Flea Market employees. This is indicated by the value of the regression coefficient of 0.356 with a significance level of $0.002 < 0.05$. This finding indicates that employees with higher levels of job satisfaction tend to have better work-life balance. A favorable work-life balance can aid employees in effectively managing the demands of professional and personal life, thereby reducing stress and enhancing job satisfaction. Consequently, the third hypothesis (H3) can be accepted.

The findings of the research conducted by the researchers may be associated with mismatch theory. This theory posits that job satisfaction is influenced by the level of compatibility between employee expectations and the working conditions they experience. Employees who demonstrate proficiency in effective time management, achieving equilibrium between professional obligations and personal commitments, exhibit reduced stress levels and elevated levels of job satisfaction. Consequently, the notion of a healthy work-life balance can serve as a mitigating factor in the discrepancy between anticipated and actual work experiences. When personal needs and professional demands are met in a balanced manner, employees tend to demonstrate heightened levels of job satisfaction and increased job enthusiasm. The present study aligns with the findings of research conducted by Taufik (2025), Ningsih et al. (2025), Illahi & Anah (2024), Andarista et al. (2022), and Ningrum et al. (2024). These studies demonstrate that achieving a healthy work-life balance is conducive to enhancing employee job satisfaction. That is to say, when employees perceive that they have a balanced work-life environment, it has been shown to positively impact their job satisfaction.

5. CONCLUSION AND LIMITATIONS

The findings of the coefficient of determination test indicate that the variables of workload, work environment, and work-life balance account for 59.4% of employee job satisfaction, with the remaining 40.6% being influenced by factors external to the research model. This indicates that the independent

variables utilized in this study do not comprehensively address all factors that influence employee job satisfaction at The Flea Market – Seminyak. Furthermore, the study was conducted at a single research location, precluding the generalizability of its results. Consequently, it is advised that subsequent research endeavors broaden the scope of the study, encompassing both geographical expansion and an increase in the number of respondents. Subsequent research is anticipated to incorporate additional variables that have the capacity to influence employee job satisfaction, including compensation, work motivation, leadership style, and work stress. Expansion of the research variables and enrichment of the references used are expected to yield more comprehensive findings and further contributions to the field of human resource management studies.

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