



Analysis of Workload and Job Satisfaction of Rocket Chicken Employees at the Ampana City Branch

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ABSTRACT

Keywords:

Job Satisfaction,
Workload, Performance

This study analyzes factors influencing employee job satisfaction at Rocket Chicken Ampana Branch, focusing on workload, sales targets, working conditions, Time management, work standards, promotion opportunities, and supervision. The research design used a qualitative case study approach, with data collected through interviews, observations, documentation, and audiovisual recordings from seven informants. The results show that, despite challenges such as high workloads and customer complaints, employees feel satisfied thanks to a clear system, supervisor support, and opportunities for career growth. Motivational factors such as incentives, fair compensation, and promotion opportunities play an important role in balancing job demands and personal satisfaction. The study also found that work experience and flexible Time management increase employee job satisfaction. The practical implications of this research are the importance of creating a work environment that supports employee wellbeing and provides equal career development opportunities for all employees.

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INTRODUCTION

Research on employee workload and job satisfaction is crucial because it directly impacts workforce productivity and well-being, which in turn influences organizational and economic success (Chang, 2024). One sector experiencing this dynamic is MSMEs, particularly fast food companies like Rocket Chicken (Lesmana et al., 2024). In a stressful work environment, many employees face an imbalance between their workload and capacity, which can impact their performance and quality of life (Dwitanti et al., 2023). Therefore, understanding the impact of workload on employee satisfaction and performance in the MSME context is crucial, given that this sector employs a significant workforce and supports the economy (Najiburrahman et al., 2025; Abdullahi et al., 2025).

Changes in the business environment, particularly in the MSME sector, require employees to improve their competencies and meet increasingly demanding workloads (Kharub et al., 2025; Melawati, 2025). However, excessive workload often negatively impacts employee performance and well-being (Hasin, 2023). In companies like Rocket Chicken, employees are required to achieve high sales targets and handle customer complaints quickly, which increases pressure and stress. This imbalance between job demands and individual capacity can decrease motivation and job satisfaction, ultimately impacting service quality and operational efficiency (Mas'ud & Tenriyola, 2023).

Field observations, particularly at the Rocket Chicken branch in Ampana City, indicate that excessive workload can impact employee performance and job satisfaction. Based on interviews with supervisors, even without sanctions, high sales targets remain a burden for employees. Furthermore, the need to resolve customer complaints immediately adds pressure, which can increase stress and reduce the quality of work, creating an imbalance between workload and job satisfaction that needs to be addressed (Chathurangi et al., 2025).

Although numerous studies have been conducted on the relationship between workload and job satisfaction, most have focused on large companies with a large number of employees. Research by Dewi et al. (2024) and Ahmad et al. (2024) show that a workload appropriate to an individual's abilities can improve performance (Alifah & Sulistyarini, 2025; Judijanto et al., 2024). However, research on workload in the MSME sector, particularly the fast food industry, is still limited (Tyas et al., 2023). This study fills this gap by focusing on the Rocket Chicken MSME, which has different characteristics than large companies (Purnama et al., 2024).

Most previous studies have focused on large companies, so this study's contribution is highly relevant in the context of MSMEs, particularly the micro, small, and medium enterprise sector like Rocket Chicken. This research is expected to provide new insights that are more in line with the characteristics of MSMEs in Indonesia and enrich the human resource management literature, especially in the small and medium-sized sector, which has fewer employees but faces high work demands. This study offers a novel approach, examining workload and job satisfaction in the MSME sector, specifically the fast food sector, which is rarely researched. The study also utilized Nvivo 12 Plus software for data analysis, a practice not widely used in MSME research. Focusing on MSMEs with limited human resources but high demands, this study aims to provide a deeper understanding of how an appropriate workload can improve employee performance and job satisfaction, as well as the factors that support an optimal balance.

This study aims to answer questions about the relationship between workload and job satisfaction and their impact on employee performance. Based on preliminary findings, a tentative argument is that an unbalanced workload can decrease job satisfaction and performance, which in turn impacts company operations. Aligning workload with individual capacity is expected to increase effectiveness, productivity, and positive contributions to the company. This research is also relevant in the educational context, particularly in human resource management in the education sector, which faces similar challenges in workforce management.

RESEARCH METHOD

This research uses a qualitative case study design to examine the phenomena of workload, job satisfaction, and employee performance in the MSME sector, specifically at the Rocket Chicken fast food company in Ampana City, Tojo Una-Una Regency, Central Sulawesi. This design was chosen because it allows the researcher to gain in-depth information on the social, cultural, and organizational contexts that influence workplace dynamics in the field. The location was selected based on Rocket Chicken's contribution to the local and national economy and the similar challenges faced by both branches, such as high sales targets and the pressure to handle customer complaints, making it an appropriate context for this research.

The data collection techniques used in this study included four main methods: in-depth interviews, direct observation, documentation, and audiovisual recordings. Interviews were conducted with seven informants directly involved in the company's operations, including cashiers and cooks, as well as two supervisors. Observations were conducted to observe working conditions and interactions between employees in the field. The documentation used included various operational records and relevant financial reports. In addition, audiovisual recordings were used to capture interactions and workplace dynamics at both branches, enriching the collected data and providing a clearer picture of the phenomenon under study. The stages in the Interactive Model data analysis process can be seen in Figure 1. Stages of the Interactive Model data analysis, as follows:

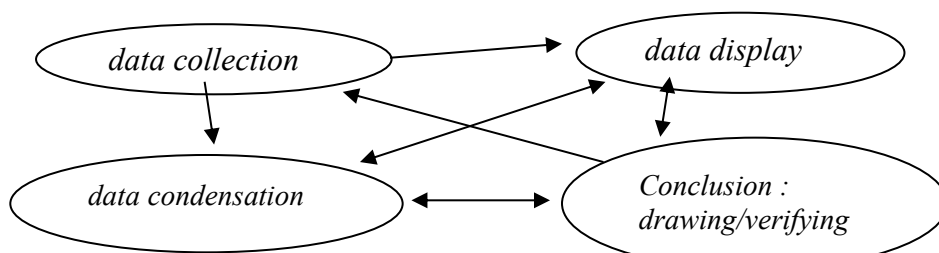


Figure 1. Interactive Model data analysis stages

The data analysis in this study follows the interactive analysis model of Miles, Huberman, and Saldana (2014), which includes four stages. First, data condensation, which involves filtering and simplifying data that is irrelevant to the research focus. Second, data reduction, which involves grouping, categorizing, and sorting data to better align with the main research issue. Third, data display, which presents the filtered data in tables, graphs, or narratives to facilitate understanding and analysis of emerging patterns. Fourth, data verification, which aims to draw conclusions from the analyzed data and ensure their consistency with existing data. The verification process is carried out by re-examining the data to ensure there are no biases or errors in interpretation.

RESULT AND DISCUSSION

Result

The study was conducted by interviewing seven informants working at Rocket Chicken, Ampana 1 and Ampana 2 branches. The classification of the number of informants can be seen in Table 1. Informant Classification.

Table 1. Informant Classification

Position	Age Informant	Code
Supervisor 1	28 Years	Informant 7
Junior Cashier	22 Years	Informant 1
Senior Cashier	20 Years	Informant 2
Cook	22 Years	Informant 3
Supervisor 2	25 Years	Informant 6
Senior Cashier	23 Years	Informant 4
Junior Cashier	24 Years	Informant 5

This study used Word Frequency Query analysis to identify the main focus of the research data, which has proven effective in thematic analysis of large text documents. The analysis results show the most frequently occurring words, such as hope, satisfaction, conditions, opportunities, promotions, and work standards, which align with the themes discussed in this study. After the information was collected, themes and subthemes were analyzed using Nvivo 12 Plus for Windows software, with the results presented in the form of a project map to illustrate the structure of the thematic analysis.

Employee Workload Analysis

Employee workload at Rocket Chicken is influenced by high sales targets and customer complaints, which add to psychological stress. Excessive multitasking and inefficient use of work time cause stress, reduce work quality, and negatively impact employee motivation and well-being.

Work Targets to be Achieved

In this study, one of the main sub-findings analyzed was the work targets that Rocket Chicken employees must achieve. Work targets refer to goals set by the company, in the form of numbers or amounts that must be achieved within a certain time period, such as the number of customers to be served or the number of product sales to be achieved. These targets serve as a measure of employee performance and can influence the incentives provided. These work targets have two main components: quantitative targets, such as the number of customers to be served each day, and qualitative targets, such as increasing sales or promotions that successfully attract customers. The workload analysis in the study, the work targets that must be achieved can be seen in the following figure:

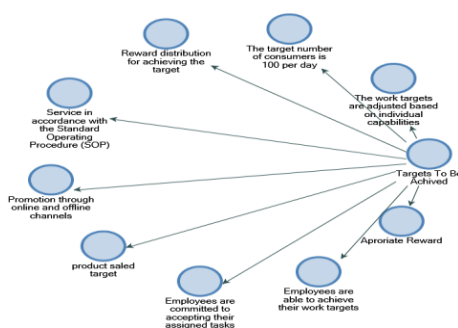


Figure 2. Work Targets to be Achieved

Interviews with employees at the Rocket Chicken Ampana branch revealed that a daily sales target of 100 customers provides clear direction, but can increase pressure if perceived as overwhelming. Promotional strategies through social media platforms like Instagram and Facebook increase the workload, even though employees are able to multitask efficiently. Researchers concluded that incentives, as part of a reward system, motivate employees to achieve targets without penalties for non-achievement. While challenges related to achieving targets remain, a fair reward system and adequate incentives play a crucial role in improving employee motivation and performance.

Working Conditions

This study analyzed workload factors through the working conditions faced by Rocket Chicken employees, including the physical environment, social interactions, and work pressure. Employees frequently encounter customer complaints regarding taste, product quality, or service, which tests their ability to manage stress and build resilience. The results of the analysis related to working conditions can be seen under the "Working Conditions" theme, shown in the following figure:

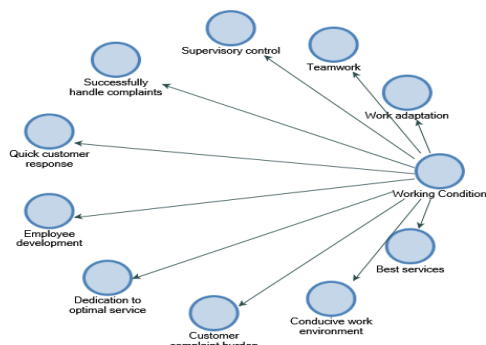


Figure 3. Working Conditions

Interviews with employees at Rocket Chicken Ampana revealed that customer complaints related to product quality are a major challenge, but employees address this by following standard operating procedures (SOPs) and providing supervisor support. Supervisors play a crucial role in providing prompt solutions and maintaining customer satisfaction. Work experience also influences employees' ability to handle complaints, with experienced employees tending to be more efficient and calm. New employees require more assistance from supervisors. Overall, experience and managerial support increase employee resilience, reduce workload, and maintain service quality.

Work Time Management

Work time management refers to how the working hours set by the company, in this case Rocket Chicken, are managed and accepted by employees. Operationally, the work time at Rocket Chicken is 8 hours per day, 25 days per month, and rest periods are provided proportionally. Furthermore, if working hours are extended, employees are compensated with additional pay. This study aims to analyze how employees perceive the use of working hours at the company and how this arrangement affects their performance.

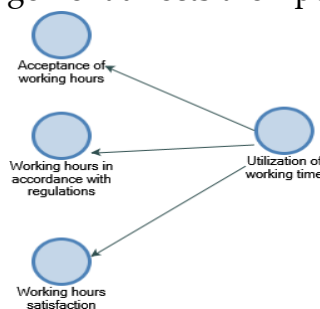


Figure 4. Use of Working Hours

Based on interviews and observations, the majority of Rocket Chicken employees are satisfied with the company's working hours, which they consider to be in accordance with regulations and not burdensome. Employees appreciate

the flexibility of working hours, particularly the provision of proportional break times and additional compensation for hours worked beyond the stipulated hours. Even during busy periods, such as lunchtime, they still feel unburdened. This arrangement creates a balance between the company's operational needs and employee well-being, with most employees not desiring significant changes to the existing working hours system.

Job Standards

Job standards refer to the requirements established by the company to ensure that each employee can perform their duties effectively and meet expectations. At Rocket Chicken, job standards are reflected in clear Standard Operating Procedures (SOPs). These SOPs regulate various aspects of the work, from customer service and cleanliness to ensuring the product meets the desired quality. Employees are expected to perform their work in accordance with established standards to ensure optimal service quality and productivity.

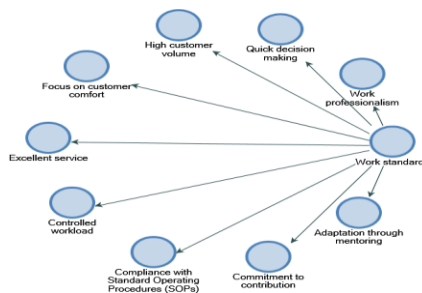


Figure 5. Work Standards

Based on interviews and observations, employees at Rocket Chicken initially felt awkward, but quickly adapted to the work systems and procedures thanks to guidance from seniors and hands-on experience. They recognized the importance of communication skills, friendliness, speed, and maintaining cleanliness and product quality according to company standards. Although challenges arose when customer volume increased, employees were able to cope with the workload thanks to clear SOPs and the support of senior colleagues. Despite a shortage of staff during peak hours, employees felt confident and successfully navigated the challenges.

Job Satisfaction Analysis

Satisfaction with the Job Itself

Job satisfaction refers to the level of happiness and satisfaction employees feel with their work, including factors such as job duties, interactions with coworkers, opportunities for skill development, and compensation received. In

this study, the analysis of job satisfaction focused on satisfaction with the job itself, which encompasses aspects of the experience gained, skills developed, and responsibilities given to employees. All of these contribute to employees' feelings of satisfaction or dissatisfaction with their daily work.

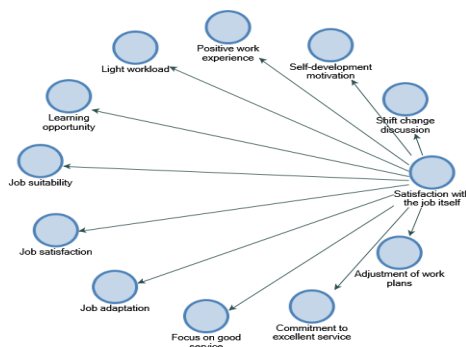


Figure 6. Satisfaction with the Job Itself

Based on interviews and observations, employees at Rocket Chicken are satisfied with their jobs despite facing challenges such as transaction errors and customer complaints. Employees, especially those working as cashiers, view these challenges as opportunities to learn and develop skills, such as financial management and team communication. They don't feel burdened, but rather feel more confident and motivated to continuously improve themselves. This job provides opportunities for growth, which increases employee job satisfaction and motivation despite the pressure.

Salary Satisfaction

Salary satisfaction refers to the extent to which employees feel their salary is commensurate with their responsibilities and workload. In the context of Rocket Chicken, salary satisfaction involves employees' assessment of how fair and adequate their salary is in relation to their assigned duties, as well as the timeliness of payment. This factor is an important indicator in assessing overall job satisfaction, which impacts employee motivation and performance.

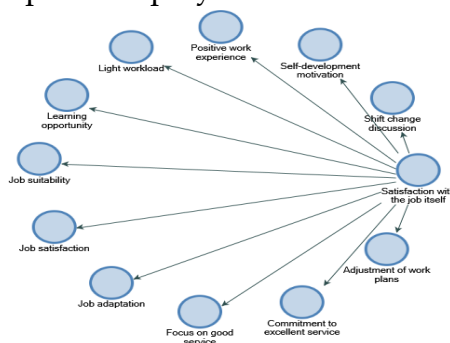


Figure 7. Satisfaction with Salary

Based on interviews and observations, all informants at Rocket Chicken were satisfied with their salaries, which were paid on time and commensurate with their job responsibilities. However, some employees hoped for future salary increases as their performance and experience improved. Transparent salary management creates a sense of security, although education may influence expectations of salary increases for employees with higher educational backgrounds.

Promotion Opportunities

Promotion opportunities at Rocket Chicken are important for employees because they offer career development with a clear path. Employees are motivated to work harder, even though they expect the promotion process to be fair and equitable. Criteria-based promotions clearly provide incentives, while educational background can influence promotion opportunities, so companies need to consider balance and fairness in promotion evaluations.



Figure 8. Promotion Opportunities

The majority of informants considered promotion opportunities an important factor in increasing their motivation and work enthusiasm, with the expectation that promotions would be awarded fairly and based on performance and qualifications. A clear career path provided them with an overview of the development potential, but some informants hoped that promotion opportunities would be provided without discrimination. The emerging pattern indicates that promotion opportunities motivate employees to work harder, and overall, this has a significant impact on job satisfaction and motivation at Rocket Chicken.

Satisfaction with Supervision

Satisfaction with supervision at Rocket Chicken is related to the extent to which supervisors provide clear direction, support, and motivation. Employees who feel valued and guided by their supervisors tend to be satisfied with their jobs, as good supervision creates a comfortable and conducive work environment.

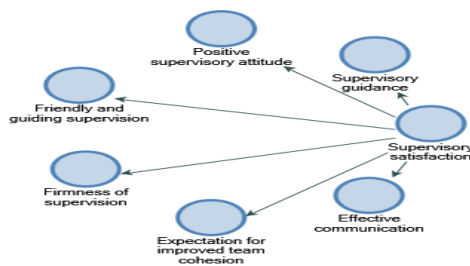


Figure 9 Satisfaction with Supervision

Most informants were satisfied with the supervision they received, with key indicators being firm leadership, clear communication, and a friendly and supportive attitude from their supervisors. Support in resolving problems also boosted employee confidence and motivation. Although there were no specific expectations for supervision, all informants agreed that the supervisor's performance was good enough and supported their satisfaction. The data patterns suggest that a good relationship between employees and supervisors is crucial for creating a comfortable and positive work environment, which in turn increases job satisfaction.

Coworker Satisfaction

Coworker satisfaction refers to how employees assess their relationships with their colleagues, and the extent to which these relationships influence their work atmosphere and motivation. At Rocket Chicken, positive coworker relationships, full of camaraderie, mutual support, and minimal conflict, create a comfortable and enjoyable work environment. This plays a significant role in increasing job satisfaction, as employees feel supported and motivated to contribute more to the company.

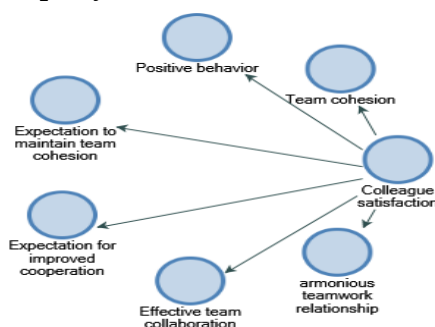


Figure 10. Coworker Satisfaction

Based on interviews and observations, relationships among coworkers at Rocket Chicken are very strong, with a high level of cohesiveness and good communication. Employees help each other and work effectively as a team, especially in stressful situations, creating a positive and supportive work

environment. This effective collaboration increases job satisfaction and well-being, as well as employee motivation to contribute optimally. These harmonious relationships help reduce work stress and increase team efficiency. Although not explicitly stated, education level can also influence how employees interact and collaborate within a team, improving communication and problem-solving skills.

Satisfaction with Subordinates

Subordinate satisfaction refers to a supervisor's assessment of an employee's performance, attitude, and ability to carry out their duties. This includes the supervisor's observations of how well employees understand their responsibilities, their ability to work independently or under direction, and their adaptability to the work environment. In the context of Rocket Chicken, subordinate satisfaction is measured by the employee's ability to meet company-set operational standards and the quality of the supervisor-employee relationship, which is positive and professional.

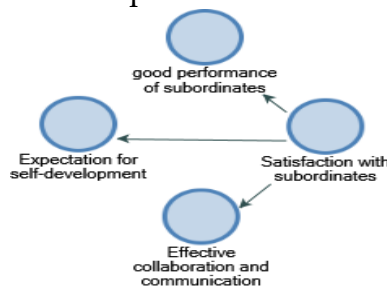


Figure 11. Satisfaction with Subordinates

Most supervisors were satisfied with the performance and attitudes of their subordinates, especially experienced ones, who were able to work independently, while new employees required more supervision. This satisfaction was driven by clear communication, solid cooperation, and harmonious relationships between supervisors and employees. Despite communication challenges, especially with new employees, supervisors considered it important to continue developing disciplined and professional work habits. Overall, supervisors were satisfied with the performance of experienced employees and recognized the need for more support for new employees, while also encouraging them to continue developing themselves to support the company's growth.

Discussion

The results of this study indicate that factors such as workload, sales targets, working conditions, working time arrangements, work standards, promotion opportunities, and supervision influence employee job satisfaction. This finding aligns with Anees et al. (2021) workload theory, which suggests that

high workloads increase stress and decrease job satisfaction. However, clear incentives and promotion opportunities provide motivation and create a balance between job demands and personal satisfaction (Burhanuddin & Aswar, 2025); Bature (2025). Although multitasking can reduce efficiency, Rocket Chicken employees are able to manage stress thanks to work experience and supervisor support, which also increases job satisfaction. In terms of working time arrangements, employees are satisfied with fair working hours and appropriate compensation, the impact of working conditions on motivation (Sen & Singh, 2025). Although compensation is adequate, there is hope for salary adjustments in the future as an effort to improve well-being and motivation theory (Gagné & Hewett, 2025). This shows that even though incentives are in place, compensation remains a key concern for companies (Sun et al., 2024).

Clear and structured job standards also contribute to job satisfaction, who emphasized the importance of recognition for work (Rokeman et al., 2023). Although employees face challenges when customer volume increases, they feel more comfortable thanks to standardized procedures and support from coworkers and supervisors (Shipman et al., 2023). Skills development through training is also crucial in helping employees perform tasks according to established standards (Pisriwati et al., 2024).

Promotion opportunities at Rocket Chicken are highly motivating for employees, who feel valued by a clear career path, career paths to job satisfaction (Shoofiya et al., 2024). However, there are concerns about ensuring promotions are conducted fairly and without discrimination. Furthermore, an employee's educational background can influence promotion opportunities, so companies need to consider this to ensure equal opportunities for all employees (Indrayani, 2024; Muthuswamy, 2023).

The practical implications of these findings are that companies need to consider various factors that influence job satisfaction, such as workload, time management, fair incentives, and promotion opportunities. Flexible work schedule management and ongoing training will help employees improve their skills and performance. Theoretically, these findings enhance understanding of how various factors interact to influence job satisfaction, as well as the importance of considering educational factors in performance evaluations and promotions.

CONCLUSION

This study revealed that although employees at Rocket Chicken Ampara Branch faced challenges such as high workloads, demanding sales targets, and customer complaints, they were able to manage their work thanks to clear systems, supervisor support, and opportunities for career growth. A key finding

was the importance of balancing job demands and motivation, provided through incentives, fair compensation, and clear promotion opportunities. Support from supervisors and coworkers also played a significant role in reducing psychological stress. A key lesson learned is the need to create a work environment that supports employee well-being and provides space for learning and growth.

This study makes a significant contribution to human resource management, particularly in the fast food restaurant sector, by identifying factors influencing job satisfaction, such as workload, work schedules, work standards, and promotion opportunities. However, this study has limitations, such as the limited number of respondents and the focus on only two branches, which may not represent the full range of employee experiences. Future research is recommended to expand the number of respondents and branches involved, and to explore the role of education and training in career development and long-term job satisfaction.

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