



Job Satisfaction in the Context of High-Performance Work Systems and Work–Life Balance: The Mediating Role of Work Overload and Lessons for Educational Management

Netania Emilisa*, Nadira Feliza Aulia

Universitas Trisakti, Indonesia

Email : netania@trisakti.ac.id

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ABSTRACT

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*Corresponding Author

This study aims to examine the effects of High-Performance Work Systems (HPWS) and work–life balance on job satisfaction, with work overload as a mediating variable. The research was conducted among employees in the fast-food industry as an empirical context to generate broader insights for educational management. A quantitative approach was employed using a survey method, with data were collected through online questionnaires distributed via Google Forms. A total of 150 respondents were selected using purposive sampling. Data analysis involved descriptive statistics and mediation analysis to investigate the relationships among variables. The results indicate that work overload significantly mediates the relationship between HPWS and job satisfaction, suggesting that the implementation of high-performance work practices influences job satisfaction through workload intensity. However, work overload does not mediate the relationship between work–life balance and job satisfaction, indicating that work–life balance affects job satisfaction through alternative pathways beyond workload pressure. These findings imply that educational institutions should carefully design high-performance management systems while maintaining balanced workload structures to enhance job satisfaction among teachers and educational personnel. The study underscores the strategic importance of workload management in supporting sustainable human resource management within educational organizations.

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INTRODUCTION

In the era of globalization and rapid technological advancement, organizations across sectors are increasingly required to maintain competitiveness in a dynamic and uncertain environment. Human resource management has become a critical strategic function, as organizational sustainability is no longer determined solely by physical capital but by the

quality, satisfaction, and performance of human resources (Sandra et al., 2023). This issue is not only relevant to business organizations but also to educational institutions, where teachers and educational staff play a decisive role in delivering quality learning and services. Empirical evidence suggests that employee job satisfaction significantly influences service quality, organizational commitment, and long-term performance, particularly in service-oriented sectors (Taspinar & Turkmen, 2019). Consequently, understanding the factors that shape job satisfaction is essential for society at large, as it affects workforce well-being, service effectiveness, and institutional sustainability. Therefore, research that examines job satisfaction and its determinants provides valuable insights not only for industry but also for educational management seeking to build high-performing and resilient institutions.

Despite the growing recognition of human resources as a strategic asset, many organizations continue to face persistent challenges related to employee job satisfaction. Surveys indicate that a substantial proportion of employees experience dissatisfaction with their jobs, which can lead to decreased motivation, reduced productivity, and increased turnover intention (Jobstreet.com, 2022). These problems are particularly concerning in labor-intensive service sectors characterized by high work demands and limited flexibility. Similar challenges are increasingly observed in educational institutions, where teachers and educational personnel often face heavy workloads, administrative pressure, and performance demands. When job satisfaction is neglected, organizations risk declining service quality and weakened organizational commitment. This condition highlights a broader societal problem in which performance-oriented systems are implemented without adequate consideration of employee well-being. As a result, identifying management practices that balance performance expectations with employee satisfaction becomes a critical issue that warrants systematic investigation across sectors, including those that offer transferable lessons for educational management.

The fast-food industry represents a service sector experiencing rapid growth and intense competition, making it an appropriate empirical context for examining job satisfaction under high-pressure working conditions. This industry is characterized by fast-paced operations, extended working hours, shift-based schedules, and high service demands, which increase the risk of work overload (Ukandu & Ukpere, 2014). These conditions closely resemble challenges faced in educational organizations, where teachers and staff are required to meet performance standards while managing diverse responsibilities. Empirical data indicate a significant expansion of fast-food establishments and economic activity, reflecting increased service demand and labor utilization. However, this

growth has not always been accompanied by improvements in employee well-being. The prevalence of job dissatisfaction among service employees underscores the importance of examining how management systems influence perceived workload and satisfaction. Understanding these field-level phenomena offers valuable insights that can be translated into educational management contexts, particularly in managing workload, performance expectations, and employee well-being.

Previous studies have extensively examined job satisfaction as a key outcome of strategic human resource practices. High-Performance Work Systems (HPWS) are widely recognized as a bundle of coordinated HR practices designed to enhance employee skills, motivation, and opportunities for participation (Boxall & Macky, 2009). Research suggests that HPWS can positively influence job satisfaction and performance by fostering employee empowerment and competence. However, empirical findings also reveal a paradoxical effect, whereby the implementation of HPWS may increase job demands and intensify work pressure, leading to work overload (Fan et al., 2018; Maulidina & Frianto, 2021). In parallel, work–life balance (WLB) has been identified as a crucial determinant of job satisfaction, as it reflects an individual’s ability to balance professional responsibilities with personal life demands (Zahoor et al., 2021). These concepts are also highly relevant in educational management, where performance-driven reforms often coexist with increasing workload pressures.

Although existing studies have explored the relationships among HPWS, work–life balance, work overload, and job satisfaction, several limitations remain. Studies such as Yan et al. (2025) and Alves et al. (2024) confirm that work overload can act as a critical mediating mechanism linking HR practices and employee outcomes. However, most prior research has focused on corporate, auditing, or general organizational contexts, with limited attention to labor-intensive service industries in developing countries. Furthermore, the implications of these relationships for educational management have rarely been explicitly discussed. This gap is significant, as educational institutions increasingly adopt performance-based management systems similar to HPWS. Without empirical evidence on how such systems influence workload and satisfaction, educational leaders may unintentionally undermine employee well-being. Therefore, research that integrates HPWS, WLB, and work overload within a high-intensity service context offers an important contribution by extending existing literature and providing transferable insights for educational management.

The novelty of this study lies in its integrative approach that positions work overload as a mediating variable between HPWS, work–life balance, and job satisfaction within a high-demand service industry, while explicitly drawing

lessons for educational management. Unlike previous studies that examine these variables independently, this research highlights the dual role of performance-oriented systems as both enabling and constraining employee well-being. By using the fast-food industry as an empirical setting, the study captures extreme workload conditions that mirror challenges faced by teachers and educational staff. This perspective advances the state of the art by offering cross-sectoral insights, demonstrating how strategic HR practices can be designed to enhance job satisfaction without exacerbating workload pressure. Addressing this issue is crucial, as educational institutions increasingly emphasize accountability and performance outcomes while striving to maintain sustainable human resource management.

Based on the issues and gaps identified, this study seeks to examine the effects of High-Performance Work Systems and work–life balance on job satisfaction, with work overload as a mediating variable. The central argument of this research is that HPWS and work–life balance do not operate in isolation but influence job satisfaction through employees' perceptions of workload. It is hypothesized that HPWS may enhance job satisfaction when workload is effectively managed, whereas excessive work overload may weaken its positive effects. Meanwhile, work–life balance is expected to influence job satisfaction through mechanisms beyond workload intensity. The findings of this study are expected to contribute theoretically by enriching the literature on HRM and job satisfaction in high-intensity work environments. Practically, the results offer valuable guidance for educational management in designing performance systems, managing workload, and fostering job satisfaction among teachers and educational personnel.

RESEACH METHOD

This study employs a quantitative research design with a hypothesis-testing approach to examine the effects of High-Performance Work Systems (HPWS) and work–life balance on job satisfaction, with work overload serving as a mediating variable. A quantitative approach was selected because it enables the use of numerical data to objectively measure relationships among variables and test theoretical assumptions through statistical analysis. Specifically, this study adopts a descriptive quantitative method, which is appropriate for describing patterns, explaining relationships, and testing associations among variables within a defined population (Ardiansyah et al., 2023). This design allows for a systematic examination of how HR management practices influence employee outcomes in a high-intensity service environment, while also generating transferable insights relevant to educational management, particularly in the areas of workload management and employee well-being.

The research was conducted among employees working in the fast-food industry in West Jakarta. This location was selected due to its high concentration of fast-food establishments and intense service activity, which reflect a competitive and performance-driven work environment. Such conditions provide a suitable empirical setting for examining HPWS, work–life balance, and work overload. The fast-food industry is characterized by fast-paced operations, shift-based work schedules, and high workload demands, making it an appropriate context for studying job satisfaction under pressure. Moreover, this sector shares similarities with educational organizations that increasingly operate under performance-based systems and workload constraints. Therefore, the findings derived from this location are expected to offer meaningful lessons for educational management, particularly in designing sustainable human resource practices.

Data were collected using a survey method through a structured questionnaire distributed online via Google Forms. The questionnaire was designed to gather information related to HPWS, work–life balance, work overload, and job satisfaction. Respondents were selected using purposive sampling, targeting employees who met specific criteria relevant to the research objectives. The use of questionnaires is considered effective for collecting standardized data from a relatively large number of respondents and for capturing individual perceptions of work conditions. This technique enables efficient data collection while ensuring consistency in responses across participants.

The data in this study are cross-sectional, as they were collected at a single point in time, with the unit of analysis being individual employees in the fast-food industry. The research was conducted in a non-contrived setting, meaning that data were obtained under natural working conditions without experimental manipulation (Sekaran & Bougie, 2016). The minimum sample size was determined based on the guideline that recommends five to ten respondents per measurement item (Hair et al., 2020). With 21 measurement items, a total of 150 respondents was deemed adequate. Data analysis was performed using descriptive statistics to identify response trends and inferential statistical techniques to test the hypothesized relationships, including mediation effects.

To ensure data quality, the study conducted validity and reliability testing prior to hypothesis testing. Construct validity was assessed to confirm that each measurement item accurately represented its corresponding variable. Reliability testing was conducted to evaluate the internal consistency of the measurement scales. These procedures are essential to ensure that the data are both accurate and consistent, thereby strengthening the credibility of the research findings. By applying rigorous data validation techniques, this study ensures that the results

provide a reliable basis for theoretical interpretation and practical implications, including those relevant to human resource management in educational institutions.

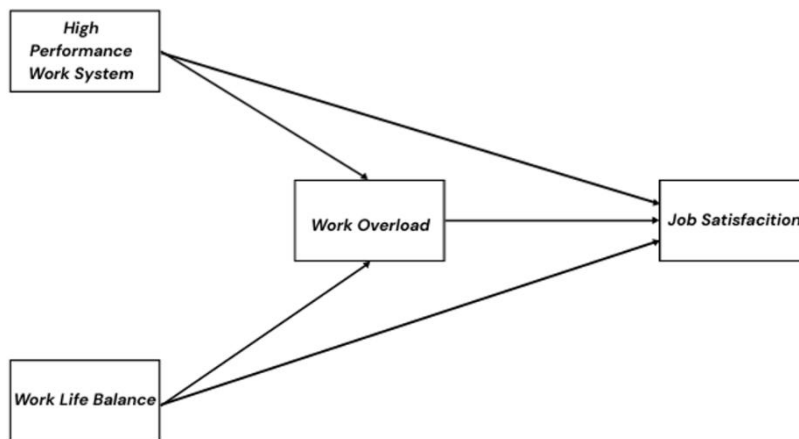


Figure 3 : Conceptual Framework

Figure 3 presents the conceptual framework of this study, illustrating the relationships between strategic management processes, institutional resources, and teacher professionalism development through the Teaching Factory (TeFa) approach. The framework emphasizes that institutional readiness reflected in certified teachers, industry-oriented infrastructure, and collaborative partnerships functions as a critical enabling factor in the effective implementation of TeFa. Strategic management practices, including planning, implementation, and evaluation, mediate the utilization of these resources to support continuous professional development, pedagogical innovation, and industry-aligned teaching practices. Ultimately, the framework highlights that the alignment between strategic management, resource capacity, and organizational support leads to improved teacher professionalism and enhanced student work readiness, positioning TeFa as a strategic mechanism for sustainable quality improvement in vocational education.

RESULT AND DISCUSSION

Most of the respondents is women with percentage reached 74.7%, while man amounted to 25.3%. This shows that workforce in context This study was dominated by women . In terms of age , group the biggest are in the 18–24 year age range (36.7%), followed by aged 25–31 years (26.7%) and 32–38 years (15.3%). Meanwhile , the age group ages 39–45 years and 46–52 years each contributed by 10.7%. This distribution shows that majority participants is at in range active age in a way productive , which is usually own enthusiasm , adaptability , and higher work engagement . Seen from education finally , respondents with background

high school graduate / equivalent is group The largest number (55.3%), followed by undergraduate graduates (23.3%), D3 (12%), and junior high school graduates (9.3%). In terms of work experience , 1–5 years become the most dominant group with 32%, then 6–10 years (24%), 11–15 years (16.7%), and 16–20 years (15.3%). As for respondents who have work experience less than 1 year including in the least category , namely 12 %. overall , composition This demographic shows diversity characteristics and work experience of respondents , which have the potential influence method they evaluate practice management source Power man as well as condition organization place they Work .

Statistics Descriptive

Table : 1 Descriptive Statistics of High Performance Work System

| No. | High Performance Work System | Mean |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| 1 | My company provide various training as needed I | 4.01 |
| 2 | The company pays salary and bonus to I based on performance organizations and individuals | 4.03 |
| 3 | The company provides training , promotions , and opportunities development other for me with continuous performance superior and have aspirations for development term long | 4.07 |
| 4 | The company pays great attention skills professional , quality basis and potential development I | 4.07 |
| 5 | Suggestions or opinion I can run smoothly delivered to superior | 4.04 |
| | Mean | 4.04 |

Based on Table 1, the total average is 4.04, indicating respondents feel existence implementation high performance work system in the company fast food . This illustrates attention company fast food to development capabilities , well-being , and participation employee . Indicator the highest (4.07) shows focus companies in development career and advancement competence , whereas indicator the lowest (4.01) indicates that training provided Still Not yet fully fulfil need individual or employee work position .

Table : 2 Descriptive Statistics of Work -Life Balance

| No. | Work -Life Balance | Mean |
|-----|-----------------------------------------------------|------|
| 1 | Life personal I become difficult Because this job | 3.09 |
| 2 | job makes life personal I difficult | 3.05 |
| 3 | I often postpone affairs life personal for this job | 3.35 |
| 4 | Life personal drain energy me to work | 3.14 |
| 5 | My performance bad Because life personal I | 3.06 |
| | Mean | 3.14 |

Based on Table 2, the total average reached 3.14, indicating that participant feel Enough feel implementation work-life balance in the company fast food . This condition can influenced by characteristics jobs that have long working

hours , systems shifts , and demands service fast . Indicator the highest (3.35) shows that part employee tend to prioritize more work compared to need personal . Meanwhile , the indicators the lowest (3.05) indicates that although work Enough demanding , partly employee Still capable adapt to work routines , possibly Because has accustomed to shift patterns and dynamic work environments .

Table : 3 Descriptive Statistics of Work Overload

| No. | Work Overload | Mean |
|-----|-------------------------------------------------------------------------|------|
| 1 | I am required to work quickly | 3.93 |
| 2 | I have not quite enough answer piling up work | 3.65 |
| 3 | I need deploy additional efforts so that the task can be done completed | 3.70 |
| 4 | I always working under tight deadline | 3.41 |
| 5 | I should in a hurry | 3.31 |
| 6 | I should face accumulation work at work | 3.27 |
| | Mean | 3.55 |

Based on Based on Table 3, the total average of 3.55 shows that level work overload on employees industry fast food classified as Enough high . This condition reflects fast , dense and frequent work demands be under time pressure . Highest average of 3.93 indicates that part big employee feel strong time pressure , especially during rush hour and queues customer length . Meanwhile , the lowest average value of 3.27 shows that although level very high job , employees Still capable manage and complete tasks well .

Table : 4 Job Descriptive Statistics Satisfaction

| No. | Job Satisfaction | Mean |
|-----|-------------------------------------------------|------|
| 1 | I feel satisfied with work I At the moment | 3.83 |
| 2 | I feel satisfied with my coworkers | 3.87 |
| 3 | I feel satisfied and happy with the boss I | 3.95 |
| 4 | I feel satisfied with the income I earn accept | 3.83 |
| 5 | In a way overall , I feel satisfied with work I | 3.94 |
| | Mean | 3.88 |

Referring to Table 4, the total average of 3.88 indicates that the respondents feel Enough satisfied with job satisfaction in the company fast food place they work . This reflects that part big employee feel Enough satisfied to various aspect work , good from connection social in the work environment as well as from system management implemented company . The average value of 3.95 indicates that that employee feel own positive bond with superior , where superior assessed capable give helpful direction , guidance and support smoothness jobs . Meanwhile , the lowest average value recorded is 3.83 indicating that although job satisfaction level is sufficient well , partly employee

Still evaluate that heavy workload and compensation received Not yet fully balanced .

Hypothesis Testing

Analysis influence between High Performance Work System against Job Satisfaction

Table 5. Results of Hypothesis 1 Test

| Hypothesis | Estimate (β) | p-value (≤ 0.05) | Decision |
|-------------------------------------------------------------------------|-------------------------|----------------------------|----------------------|
| High performance work system own influence positive to job satisfaction | 1,016 | 0,000 | Hypothesis supported |

It is known that mark estimate (β) is of 1.016, which shows that with the implementation high performance work system that is increasingly good , level job satisfaction felt by employees will the more increased . With the results p-value is worth $0.000 < 0.05$, then the result from testing statistics the show that hypothesis supported . Thus , it can concluded that high performance work system influential positive and significant to job satisfaction employees in the industry fast food in West Jakarta. This indicates that the more Good implementation high performance work system , increasingly high level job satisfaction employee the implementation of practices such as training intensive , award based performance , as well as participation in taking decision proven increase employee job satisfaction . This finding confirms that high performance work system can produce a more productive , supportive , and motivating work environment . These results are consistent with research conducted by Nurlaela (2024) which shows that implementation high performance work system in a way regular can increase job satisfaction . Consistency similar also found in Ramadhan & Fajarwati's research (2024) which shows that high performance work system encourages improvement ability , motivation , and involvement Employees . Research by Afzal & Bashir (2024) participate strengthen that the more tall quality implementation high performance work system , increasingly the job satisfaction felt is also high employees . Based on characteristics respondents dominated Woman aged 18–24 years , this finding is in line with research by Haar et al. (2021) which revealed that high performance work system can increase job satisfaction through clarity not quite enough responsibility and support organization . Furthermore , Yan et al. (2025) confirm that HPWS practice is capable increase job satisfaction through fairness , opportunity growing , and supportive work environment.

Analysis influence between Work-Life Balance towards Job Satisfaction

Table 6. Results of Hypothesis 2 Test

| Hypothesis | Estimate (β) | p-value (≤ 0.05) | Decision |
|--------------------------------------------------------------|----------------------|-------------------------|----------------------|
| Work-Life Balance own influence positive to job satisfaction | 0.260 | 0.043 | Hypothesis supported |

It is known size estimate (β) is of 0.260, which shows that along with the increase work-life balance employees, level job satisfaction they will also increased. With a p-value of $0.043 < 0.05$, the results from analysis the statistics show that hypothesis supported, so that can concluded that work-life balance influential positive and significant to job satisfaction employees in the industry fast food in West Jakarta. This show that the more strong balance between career and life perceived personal employee industry fast food in West Jakarta, then the more the level also increases job satisfaction that they have. This result is in line with Firdaus' (2025) statement which states that work-life balance contribute directly to height job satisfaction Because help employee reduce work pressure and maintaining health physique and mental. Research by Alves et al. (2024) also confirms that work-life balance influence condition psychological employees and play a role important in increase well-being, especially in jobs with a fast rhythm fast and demanding physique high as industry fast food. Based on characteristics respondents dominated Woman aged 18–24 years, work-life balance the more relevant Because group this age is at the stage beginning career, some Still go through education, as well as own need high social. This finding is in line with Savigo et al. (2023) who revealed that when employee feel better work-life balance, higher levels their job satisfaction natural will also increase.

Analysis influence between Work Overload on Job Satisfaction

Table 7. Results of Hypothesis 3 Test

| Hypothesis | Estimate (β) | p-value (≤ 0.05) | Decision |
|----------------------------------------------------------|----------------------|-------------------------|--------------------------|
| Work Overload own influence negative to job satisfaction | -0.341 | 0.058 | Hypothesis not supported |

It is known that estimate (β) is -0.341, which shows that when workload increases, then the level job satisfaction tends to decreased. With the value The p-value reached 0.058, which is slightly higher from 0.05, then the result from analysis statistics the show that hypothesis not supported in a way significant at the level 95% confidence, however show existence direction connection weak

negative between work overload and job satisfaction . This indicates that improvement work overload felt by employees in the industry fast food in West Jakarta tends to lower level job satisfaction them . On the other hand , when workers who feel that burden the work is lighter , then the level job satisfaction in a fast food work environment the tend increased . The height demands jobs such as large customer volumes , fast work rhythms , and tight operational targets are not automatically automatic lower job satisfaction employees . In line with the explanation of Yan et al. (2025) who stated that work overload is not always impact negative at the level certain , the workload is actually can increase motivation Because employee feel challenged and capable show competence . This can creates a sense of accomplishment increase job satisfaction . Support similar come from Dewi et al. (2021) which states that height workload can still balanced by incentives , overtime paid , performance bonuses , and structured and collaborative work environment so that employee still feel job satisfaction . See characteristics respondents dominated Woman aged 18–24 years , these results show that employee young tend look at work overload as opportunity to get experience , increase work hours, and earn additional income . This finding is also consistent with Nugraha (2024) which confirms that job satisfaction can still increase when organization give compensation and reinforcement positive , even moment high workload .

Analysis influence between High Performance Work System to Work Overload

Table 8. Results of Hypothesis Test 4

| Hypothesis | Estimate (β) | p-value (≤ 0.05) | Decision |
|-----------------------------------------------------------------------------|--------------------------------------|-----------------------------------------|----------------------|
| High Performance Work System own influence positive to Work Overload | 0.339 | 0,000 | Hypothesis supported |

Based on mark estimate (β) of 0.339, can concluded that the more strong implementation high performance work system , increasingly high work overload employees . With the value p-value of $0.000 < 0.05$, then the results of the statistical test show that hypothesis supported , so it can be concluded that high performance work system own influence positive and significant to work overload employees in the industry fast food in West Jakarta. This indicates that the more tall implementation high performance work system in the fast food work environment in West Jakarta, the more The work overload felt by employees is also large . The implementation of high performance work system that demands standard performance high , evaluation strict training intensive , and clear operational targets increase intensity and complexity perceived

workload employees . This finding is consistent with Yan et al. (2025) who explained that the more tall level implementation high performance work system , increasingly big possibility employee experience improvement work overload consequence expansion role , improvement not quite enough responsibility and demands quality Services . Other support from Afzal & Bashir (2024) show that high performance work system push employees to maintain performance tall in work volume crowded , especially during rush hour, so perception workload increases .

Analysis influence between Work-Life Balance to Work Overload

Table 9. Results of Hypothesis Test 5

| Hypothesis | Estimate (β) | p-value (≤ 0.05) | Decision |
|-----------------------------------------------------------|----------------------|-------------------------|--------------------------|
| Work-Life Balance own influence negative to Work Overload | 0.683 | 0,000 | Hypothesis not supported |

estimated value (β) is 0.683, it can be seen that increasing work-life balance precisely related to the increase work overload on employees . With a p-value of $0.000 < 0.05$, the results from testing statistics the show that hypothesis is not supported , because direction the resulting relationship is not in the right direction the proposed hypothesis . This finding indicates that work-life balance give influence positive and significant to work overload employees in the industry fast food in West Jakarta, not influence negative as assumed previously . Although work-life balance employee is at a good level , it does not immediately lower potential occurrence work overload , because workload is more influenced by rhythm operational fast , customer volume high , and standard strict service . This finding is in line with Meilanti et al. (2025) who found that improvement non- automatic workload lower work-life balance , during organization give support such as task clarity , time flexibility , and effective work management . Research by Utami et al. (2025) also indicates that work-life balance does not provide influence negative to work overload , because work overload can perceived as challenge if supported by incentives , training , and a shift system that provides room for life personal . Based on characteristics respondents dominated Woman aged 18–24 years , employees young tend adaptive to fast work rhythm and multitasking. This is consistent with the findings of Rachman & Satwika (2024) which show existence connection positive between work overload and work-life balance in Generation Z, where the workload is still in capacity individual can increase perception regularity and productivity so that work-life balance still awake.

Analysis influence between High Performance Work System against Job Satisfaction Mediated by Work Overload

Table 10. Results of Hypothesis Test 6

| Hypothesis | Estimate (β) | p-value (≤ 0.05) | Decision |
|---------------------------------------------------------------------------------------------------------|---------------------------|-------------------------|----------------------|
| High Performance Work System own influence negative to Job Satisfaction through mediation Work Overload | 1.016 x (-0.341) = -0.347 | 0.0305 | Hypothesis supported |

It is known estimate (β) of -0.347 indicates that the more tall implementation high performance work system, increasingly increase work overload which ultimately lower job satisfaction. With a p-value of $0.0305 < 0.05$, the hypothesis stated supported, so that there is influence negative high performance work system to job satisfaction through mediation work overload. The Sobel Test results also show a p-value of $0.0305 < 0.05$ with an estimate of -0.347 , which confirms that work overload in a way significant mediate influence high performance work system to job satisfaction among employees industry fast food in West Jakarta. Implementation high performance work system that demands standard performance high, tight targets, and evaluation based results proven increase work overload, and increase the workload lower job satisfaction employee fast food. This finding is in line with Afzal & Bashir (2024) who indicated that high performance work system lower job satisfaction through improvement work overload as mechanism mediation main. Yan et al. (2025) also confirms that implementation high performance work system that is too intensive can enlarge work overload and impact negative to job satisfaction in term long. Impact the consistent with Hussain et al. (2023) who showed that work overload directly reduce job satisfaction due to feelings of overwhelm and fatigue. This explanation is supported by Maulidina & Frianto (2021) who found that high performance work system with an emphasis on productivity and effectiveness speed up work rhythm and increase pressure operational, especially in environment fast food that has a large customer volume high and demanding service fast so that trigger work overload. Based on characteristics respondents dominated Woman aged 18–24 years with high school education / equivalent, employees Young people in entry level positions tend to be more vulnerable feel work overload when high performance work system implemented in a way intense. Condition adaptation beginning career as well as demands high physical and operational make an increase work overload consequence high performance work system is easier lower job satisfaction.

Analysis influence between Work-Life Balance towards Job Satisfaction Mediated by Work Overload

Table 10. Results of Hypothesis Test 6

| Hypothesis | Estimate (β) | p-value (≤ 0.05) | Decision |
|----------------------------------------------------------------------------------------------|---------------------------|-------------------------|--------------------------|
| Work-Life Balance has influence positive to Job Satisfaction through mediation Work Overload | 0.260 x (-0.341) = -0.089 | 0.061 | Hypothesis not supported |

It is known estimate (β) of -0.089 indicates that work-life balance give influence weak negative to job satisfaction through mediation work overload . With a p-value of $0.061 > 0.05$, the hypothesis declared unsupported so that work overload is not proven capable mediate in a way significant influence work-life balance . The Sobel Test results also show a p-value of $0.061 > 0.05$ with an estimate of -0.089 , thus can concluded that influence mediation work overload nature weak and insignificant in connection between work-life balance and job satisfaction in employees industry fast food in West Jakarta. Employees own work-life balance low consequence changing work schedules and demands operational height , condition it is not directly automatic lower job satisfaction through increasing work overload . Work overload is not proven become a mediator in connection the . The results of this study are in line with Nugraha (2024) which states that work-life balance own influence positive to job satisfaction without existence role mediation from work overload . Employees with work-life balance Good tend capable arrange energy and time so that still feel job satisfaction even though face fast work rhythm . This explanation is also supported by Huda et al. (2025) shows that employees with work-life balance better more capable manage work overload , as well as by Alves et al. (2024) who found that decline work overload increase job satisfaction . Based on characteristics respondents dominated high school graduates / equivalent , job satisfaction they are more influenced by how they balance need personal and work than by its height just workload . In industry fast food , frequent workload considered as normal operational conditions , so that although work overload there is , thing it does not mediate or strengthen influence work-life balance to job satisfaction . Therefore , WLB remains play a role become factors that directly increase job satisfaction without involving mediation work overload .

CONCLUSION

This study demonstrates that high-performance work systems and work-life balance are key determinants of job satisfaction, particularly in work environments characterized by high operational intensity. The main insight of

this research highlights that structured performance management practices, organizational support, and balanced work arrangements contribute positively to employees' job satisfaction. Importantly, work overload does not always function as a negative stressor; when supported by effective management systems, it can be perceived as a motivating challenge that enhances engagement and satisfaction. These findings contribute theoretically by clarifying the mediating role of work overload in explaining how performance-oriented management systems influence job satisfaction. From an educational management perspective, this implies that schools and educational institutions implementing performance-based systems must carefully align workload distribution to sustain educators' motivation and job satisfaction.

Nevertheless, this study has several limitations that should be considered. The research context is limited to a single organizational setting, which may restrict the generalizability of the findings to broader sectors, including education. In addition, the research model focuses on a limited number of variables and does not incorporate other important factors such as burnout, organizational commitment, or employee performance. Furthermore, the cross-sectional design limits the ability to capture long-term changes in employees' perceptions. Future research is therefore encouraged to expand the research context to educational institutions, apply longitudinal designs, and integrate additional variables to provide a more comprehensive understanding of job satisfaction and workload management within both organizational and educational settings.

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