

## The Role of Job Satisfaction in Mediating the Workload on Employee Performance in the Canned Fish Industry Sector in Bitung City, North Sulawesi



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**ABSTRACT:** This research was conducted with the aim of measuring the influence of workload on employee performance through employee job satisfaction in the fish canning industry sector, Bitung City, North Sulawesi. The research population was 2,751 people, and the research sample was 118 respondents, using the Slovin formula. The data analysis techniques used in this research are validity testing, reliability testing, and Structural Equation Modeling (SEM) analysis. The research results show that Workload has a positive and significant effect on Job Satisfaction. Workload has a positive and significant effect on employee performance. Job satisfaction influences employee performance. Furthermore, workload influences employee performance through job satisfaction.

**KEYWORDS:** Workload, Job Satisfaction, Employee Performance

### I. INTRODUCTION

The 2015-2035 National Industrial Development Master Plan lists fishery product processing as one of the priority industries in the fisheries-based food industry development plan to support national food security goals (Permen Perin., 2009). In order to increase productivity, production, added value and competitiveness of raw materials and fishery products for the benefit of society and sustainable national economic development in the long term, the growth of the fisheries processing sector supports the national marine and fisheries industrialization policy. It is hoped that these various government actions can increase the positive impact of this sector on the Indonesian economy (Ministry of Industry, 2014a).

Indonesia must progress because it is an archipelagic country with very significant water resources. These include expanding transportation and fishing operations, among others. Each action makes a significant contribution to growth progress. In order to meet the food and nutritional needs of the Indonesian people, as well as improve the standard of living of fishermen and regional income, as well as increase the country's foreign exchange, fisheries development plays a role in increasing fisheries productivity. Currently there are 718 fish processing businesses spread throughout Indonesia. 1.6 million Tonnes of fish were processed overall in the industry in 2019, an increase of 300,000 tonnes compared to the previous year. The export value of this industrial sector increased to USD 4.1 million in 2019," (Ministry of Fisheries and Maritime Affairs, 2020) the labor-intensive and export-oriented component of the economy is the fish processing industry. Therefore, setting development priorities is vital. At least 336 thousand workers are absorbed by this industry. Labor utilization can be optimized if there are no restrictions on the supply of local fisheries raw materials.

The Covid-19 epidemic has had a negative impact on the fish canning sector, despite its extraordinary performance. These difficulties include an increase in the price of imports of sauces, pasta and flour thickeners, as well as a decrease in imports of raw fish from countries implementing lockdowns. Due to irregular operations of shipping companies and buyers delaying purchases so that supplies pile up in cold storage, exports of processed fish to countries hit by the Covid-19 epidemic are also hampered.

Bitung is one of the fisheries development areas in North Sulawesi Province, and makes a significant contribution to the fish canning industry in Indonesia. Infrastructure in this area makes it easier to load and unload cargo from and to Bitung City and Bitung Marine Fisheries Port (PPS). This infrastructure plays an important role in the Bitung fisheries sector's ability to produce fishery products for both domestic and international markets (Anonymous, 2010). Bitung City's fisheries sector has grown successfully thanks to adequate infrastructure. Most fish raw materials are shipped to the islands to be used as industrial raw

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materials in Surabaya and Jakarta, which presents challenges for the sector. The lack of fish in the fishing industry hubs of Surabaya and Jakarta, where the price of fish is higher than the price of fish in Bitung, is encouraging inter-island fish trade.

The infrastructure and facilities needed to support the fishing industry in Bitung include paved road access, boat ports, large anchorage ponds, sufficient access to clean water, fish auction buildings (TPI), and cold storage facilities. Cold storage facilities with a capacity of 25–60 tonnes, an ice factory with a daily production rate of 1,000 blocks of ice, a boat dock, and a fueling station with a capacity of 500–1,000 kiloliters of fuel per month for fishing vessels are all required. Apart from that, the existence of 20 fish processing businesses is very important in encouraging investment in the region.

The main catches on land in Bitung are tuna, skipjack and tuna, which are marine fishery products collected at the Bitung PPS. Meanwhile, other fish only accounted for around 10,894.46 tons (20.38%) of the total fish production landed at Bitung PPS in 2020, tuna, skipjack tuna and tuna reached 42,567.85 tons (79.62%) of the total fish landed. in Bitung. Six (six) fishing companies that use various fishing gear provide assistance for the development prospects of the fisheries sector in the Bitung region (Said et al. 2022).

Therefore, various actions must be taken apart from building facilities and infrastructure to maintain Bitung as a location for the fishing industry. Employees are a very valuable asset that must be managed carefully from hiring to firing in order to contribute as effectively as possible to the business in achieving its goals. People in management is not a common occurrence, so it is important to manage them appropriately to improve employee performance.

According to Bernardin and Russell (2013), performance is a record of the results produced in a certain work function or activity over a predetermined amount of time. A person's performance is the culmination of their skills, efforts, and opportunities, and it can be evaluated by looking at the results. Performance is a significant task result that differentiates one's work from other jobs and includes more technical components of work results (Motowidlo and Van Scotter, 1994)

Griffin (2013) claims that an aspect of an employee's overall job is their performance. Work performance, both physical and mental and non-physical and non-mental, greatly determines employee performance (Hadari, 2015). An organization's ability to carry out its duties effectively is very important to achieve its goals, so it must implement a number of policies to increase staff productivity (Handoko, 2014).

A company's effectiveness in improving employee performance depends on a variety of elements, including how well people are managed, how the workload is controlled, how adaptable the workplace environment is, and how satisfied individuals are in their jobs. Based on this, this research examines how job satisfaction and employee performance in fish canning businesses in Bitung City, North Sulawesi Province, are influenced by workload and workplace adaptation.

Workload, as defined by Komaruddin (2012), is the process of estimating the number of hours someone needs to work to carry out a task. By Koesmowidjojo (2017), meanwhile "Calculating the amount of time required for human resources to work in order to carry out tasks within a certain time frame is known as workload. The physical and psychological well-being of an individual can be affected by workload, which is considered to be quite large. This statement indicates that there is a lot of work involved in completing a job in a certain amount of time, or at least that there is a lot of activity involved. Workload increases as more activities are completed, and vice versa.

As stated by Moekijat (2010) "Workload is the quantity of tasks completed or a record of tasks completed which can show the volume produced by a number of employees in a certain segment. It is possible to view the quantity of work to be done by a team or individual in a certain time period or workload from an objective and subjective perspective.

Various empirical studies that emphasize the influence of workload and workplace conditions on employee performance have been presented in Indonesia itself. Sutoyo's research results, (2016); Fikratunil Khasifah, (2016); Zulkifli, (2016) and Fernando Reinhard Tjiabrata, (2017) stated that workload has a big influence on employee performance. Workload, according to research by Fikratunil Khasifah (2016) and Riny Chandra and Dody Adriansyah (2015), has little effect on employee performance. Even research by Artha Tri Hastutiningsih (2018) revealed that there is a negative and substantial relationship between workload and performance.

Many researchers have conducted research on the influence of the work environment on employee performance. According to Sutoyo, Fikratunil Khasifah, Zulkifli, and Fernando Reinhard Tjiabrata (2016) and Fernando Reinhard Tjiabrata (2017), the workplace has a quite beneficial impact on employee performance. There is research that states the opposite, such as that conducted by Artha Tri Hastutiningsih and Soegoto (2018) which states that the work environment has a positive but not significant effect on employee performance. Even Aslian, (2019), was able to show that the work environment has no effect on employee performance.

The above presentation of empirical study findings shows that different studies have shown different effects or influences of workload and workplace conditions on employee performance. Research gaps can occur from differences in research results,

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making it possible for further research by other researchers (Agusty, 2006). This is what prompted research to look at how workload and workplace dynamics affect employee performance as measured by job satisfaction.

A person's level of satisfaction with their job or role in an organization is referred to as job satisfaction. The degree to which employees believe that their compensation is commensurate with many features of their work environment at the company where they work. Job satisfaction is influenced by individual psychology in an organization, which is caused by conditions in their immediate environment. Employees' feelings about their work—happiness, liking, or disliking—as a result of their interactions with their workplace environment or as a reflection of their mental attitude, as well as their evaluation of their own work, are referred to as job satisfaction. Priansa, 2014). One of the results of employee behavior in the workplace is job satisfaction (Darmawan, 2013).

"Job satisfaction is a pleasant or bad emotional state in which people evaluate their work," claims Yusuf (2015). A person's feelings about their work are reflected in job satisfaction. The positive attitude of employees about their work and every challenge they face at work is proof of this. According to Robbins (2015), job satisfaction is the overall attitude towards a person's work as measured by the mismatch between the actual and perceived incentives obtained by employees. Because each worker has unique qualities, levels of job satisfaction vary and can have a variety of effects.

Workload has a beneficial impact on employee performance, as does job satisfaction (job satisfaction and workload both have a positive impact on employees). Simultaneous performance) has a good impact on personnel performance (Artadi (2015),

The research findings above are different from the findings of Ardiansyah, et al. (2017), who found that workload and work stress have a significant impact on employee performance, workload alone does not significantly affect performance. Employee performance is negatively influenced by workload, while job satisfaction has a positive impact on performance. Workload also has a negative impact on employee job satisfaction (Heryanda et al., 2015).

From the research above, it shows that there is a research gap between Faisal's (2018) researches; Devi (2009); Kusuma, et al (2020); Artadi (2015), with research by Ardiansyah, et al (2017); Heryanda, et al (2015), which states that workload does not have a significant effect on employee performance, workload has a negative effect on employee performance and employee job satisfaction. This research gap is what the author will examine.

Motivational-hygiene theory, also known as two-factor theory, was proposed by psychologist Herzberg (2011) and used in this research. According to this theory, an individual's relationship with his work is a fundamental one, and his attitude towards his work has a significant impact on whether he succeeds or fails. Because this theory basically consists of two components that influence a person's incentives to work, namely motivation factors and hygiene factors, it is known as the two-factor theory. The Herzberg Two-Element Theory, which Herzberg later developed, states that a person's work happiness is influenced by two kinds of factors: motivational factors (also known as pleasure factors) and hygiene factors (also known as dissatisfaction factors). Kho, 2020).

According to Herzberg's two-factor theory from 1959, a worker who has a heavy workload will usually feel like whining about his work. Employee unhappiness or hygiene-related factors, as the case may be. According to Nursiti and Aditya (2020), effective human resource management can help businesses find ideal employees to meet their needs. A capable employee is one who can handle the workload that will come under his or her scope at work. This may be done to help workers do their jobs more efficiently.

Workload is seen from the perspective of a) the quantity of work or time required for/given for the task and b) the total amount of work that must be done by a department or group of employees within a certain period of time (Nabawi, 2019). . Workload has an impact on employee performance, according to previous research by Hamizar (2020), Nursiti and Aditya (2020), and Putra and Laily (2019).

Initial polls revealed that Bitung City fish canning industry employees were paid salaries in line with company standards, but this did not make employees happy working there. This gap is felt by employees, for example permanent employees with monthly salaries receive bonuses but not daily salaries. Employee dissatisfaction at work results from this.

Because some employees believe they don't get along with their coworkers, the workplace environment becomes less friendly. The fish canning industrial company in Bitung City has many divisions, so employees almost never interact with other divisions and are not familiar with other divisions because they work according to the job changes they receive.

Apart from that, the working environment for warehouse staff is very dusty, hot and noisy, in contrast to the working environment for office employees in general which is comfortable and not dusty. These elements impact employee satisfaction with their work in the organization, which disrupts and reduces employee performance.

This phenomenon is also caused by workload load, this affects job satisfaction and employee performance. Low employee job satisfaction is possible due to a lack of understanding of employee needs and workload, in addition, excessive employee workload reduces the performance of employees in the fish canning industry in Bitung City, North Sulawesi. Employees feel that the

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compensation they receive is not in line with their expectations. Most employees are satisfied with the income they currently receive from the company. This makes employees complain about the compensation they receive, which results in employee performance also decreasing, such as being lazy about going to the office, wasting more time outside the office and procrastinating on work. Employees feel that their workload is not balanced with the income they receive from the fish canning industry in Bitung City, North Sulawesi, which has an impact on employee satisfaction and performance.

## **II. LITERATURE REVIEW**

### **A. Employee performance**

According to Rimindarti (2004), "performance" is a general term used to describe all or part of an organization's actions or operations during a certain period in relation to benchmarks such as historical or expected costs, efficiency, and other factors. There are many factors that must be considered in a company, including the need to pay attention to the performance of its employees so that this performance continues to run smoothly and produces the best possible results in accordance with the tasks given.

According to Hasibuan (2001: 160), performance is the work completed by a person in carrying out his obligations based on his efforts, abilities and opportunities. Simamora (2006:34) suggests that performance is work performance, and this is determined by comparing actual work results with standards determined by the organization. Rivai (2009:532) believes that performance is the result or level of success of an individual during a certain period in carrying out tasks compared to various possibilities, including work standards, targets, or targets or criteria that have been previously determined and have become a mutual agreement.

### **B. Workload**

Workload, according to Gopher and Doncin (1986), is a concept that results from a lack of processing power. When given a task, people are expected to complete it at a certain level. If the person's limitations hinder or limit the production of work results at the expected level, then there has been a mismatch between the expected level of ability and the quantity of capacity possessed. Performance problems that start to emerge because of this disparity (performance failure). This is what drives the importance of in-depth understanding and measurement of effort (Gopher & Doncin, 1986).

O'Donnell and Eggemeier (1986) provide a definitional explanation that is consistent with Gopher and Doncin's proposal. Both argue that workload, which is the quantity of work that must be completed by a position or organizational unit, is a function of work volume and time standards. (2011) Soloman Soleman (2011) created two assessment scales for workload, namely: (1) External factors, which are broken down into the tasks given, the level of difficulty of the work, and the amount of time spent working and relaxing. (2) Internal elements, including motivation, perception, desires and satisfaction.

Webster (2004) offers an alternative perspective on how to define workload, defining workload as: (a) the quantity of work or work time required or provided to employees; and (b) the total amount of work to be performed by a group of employees or department within a specified time period. With this definition, Lysaght, et al. (2009) separates the meaning of workload into three general categories: a) quantity of work and tasks that must be completed; b) special time and time considerations for workers; and c) subjective psychological experiences of employees.

### **C. Job satisfaction**

According to Luthans (2006), job satisfaction is an emotional condition that results from an evaluation of a person's job or work experience. "Job satisfaction" is defined by Hani Handoko (2014) as "the emotional state of employees when observing their work, whether it is pleasant or unpleasant." Job satisfaction is defined as "the way an employee feels about his job" by Wexley and Yukl in Juliansyah Noor (2012). In other words, job satisfaction refers to how employees feel and understand their work.

Robbins and Coulter (2016) define "Job satisfaction refers to a person's general attitude towards their work". Hamali's translation of Green and Baron's (2016) definition of job satisfaction describes it as a person's attitude towards their work. Gibson, as translated by Hamali (2016), emphasizes that job satisfaction is a reflection of an employee's attitude towards their work. Sutrisno (2016) stated that job satisfaction is a number of factors that influence the physical and psychological components as well as employees' attitudes towards work in relation to workplace conditions, employee cooperation, awards received at work, and other factors.

According to Wexley and Yukl (2003), how a person feels about their job is what they call "job satisfaction." The general attitude towards work that is based on the assessment of several job components is called job satisfaction. A person's attitude toward their job indicates their positive or negative work experiences as well as what they anticipate from the future.

### **D. Research Hypothesis**

Based on the conceptual framework above, the research hypothesis is formulated as follows:

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1. Workload has a positive and significant effect on employee job satisfaction.
2. Workload has a positive and significant effect on employee performance.
3. Job satisfaction has a positive and significant effect on employee performance.
4. Workload has a positive and significant effect on employee performance through job satisfaction.

## III. RESEARCH METHODS

This research falls under the umbrella of causal associative research with quantitative methodology. The aim of a causal associative study is to ascertain the relationship between two or more variables. The impact and impact of the variables considered will be explained by this research. "A quantitative approach is a way in which every social phenomenon is characterized in terms of various problem components, variables and indicators, with more emphasis on the objective measurement aspects of social phenomena" (Echdar, 2017).

Employee performance measures how well someone completes the tasks and work that have been given to employees according to appropriate standards for a particular job. The indicators used to measure employee performance according to Robbins (2016) are: 1) quantity of work, 2) quality of work, 3) punctuality, 4) effectiveness, 5) independence. Workload is the amount of work produced by various employees according to their responsibilities within the company. The indicators used to measure workload according to Suci R. Mar'ih Koesmowidjojo (2008) are: 1) Use of Working Time, 2) Targets That Must Be Achieved, 3) Working Conditions. Job satisfaction: Employees who work in an organization where their needs are met with attention report feelings of satisfaction with their jobs. Indicators measure job satisfaction, namely: a) with salary, b) with work, c) with superiors, d) with coworkers.

The term "population" refers to a generalized area consisting of people or objects with specific traits and features that the researcher will examine to make conclusions. Meanwhile, the sample represents a representation of the size and composition of the population. In December 2020, there were 2,751 people working in the Bitung city fish canning industry. The pre-cooking, loining and packing sector of the fish canning factory in Bitung City was the sample for this research, involving 118 workers from that section. The Slovin method stipulates that 118 employees were employed as the research sample, and simple random sampling was used for the sampling process (random technique in Pre-cooking, Loining and Packing sections). After validation, reliability, and traditional assumption testing, the data is then analyzed using SEM analysis tools.

## IV. RESULTS AND DISCUSSION

### A. Structural Equation Modeling

The CFA test results show that the model is acceptable because it meets the required criteria. Following the development of the hypotheses and models developed, the CFA model was converted into a structural model. The results of the full structural model are shown in Figure 1.

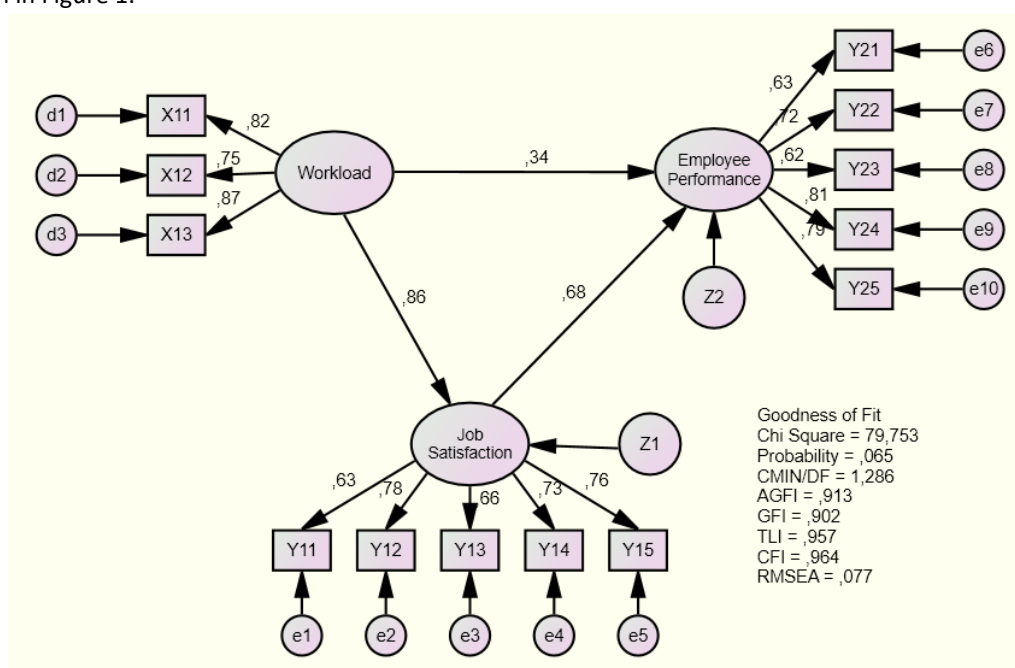


Figure 1: Structural Model

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## B. Fit Test and Empirical Model Test (Goodness of Fit Index)

The model suitability assessment was carried out by considering the Goodness of Fit Index criteria. The suitability of the model is presented in the table below:

**Table 1: Goodness of Fit Index**

| <i>Goodness of Fit Index</i>        | <i>Cut off value</i> | <i>Estimate</i> | <i>Information</i> |
|-------------------------------------|----------------------|-----------------|--------------------|
| <b><i>Absolute Fit Measures</i></b> |                      |                 |                    |
| $\chi^2$ -Chi-square                | 81.381               | 9.753           | Fit                |
| CMIN/DF                             | $\leq 2.00$          | 1.286           | Fit                |
| Probability                         | $\geq 0.05$          | 0.065           | Fit                |
| RMSEA                               | $\leq 0.08$          | 0.028           | Fit                |
| GFI                                 | $\geq 0.90$          | 0.898           | Fit                |
| AGFI                                | $\geq 0.90$          | 0.862           | Fit                |
| TLI                                 | $\geq 0.95$          | 0.991           | Fit                |
| CFI                                 | $\geq 0.90$          | 0.993           | Fit                |
| NFI                                 | $\geq 0.90$          | 0.918           | Fit                |

**Source:** Primary data processed.

## C. Hypothesis test

To test the research hypothesis proposed in this study regarding the Role of Innovation as a Mediator of Human Capital, Organizational Capital on the Competitive Advantage of SMEs in Makassar City. Can be seen in the table below:

**Table 2: Regression weightsFull Model Hypothesis Testing**

| Hypothesis       |                           | Estimate | S.E   | CR    | P     | Description |
|------------------|---------------------------|----------|-------|-------|-------|-------------|
| Workload         | ---> Job satisfaction     | 0.86     | 0.109 | 7.907 | 0.000 | significant |
| Workload         | ---> Employee performance | 0.34     | 0.198 | 2.204 | 0.027 | significant |
| Job satisfaction | ---> Employee performance | 0.68     | 0.219 | 4.007 | 0.000 | significant |

**Source:** Primary data processed.

The results of hypothesis testing are shown in table 26, by testing the model hypothesis, the empirical model is tested. If the critical ratio (CR) is greater than 1.96 and the p value is smaller than 0.05, reject H<sub>0</sub>; otherwise, accept H<sub>0</sub>. Complete findings of hypothesis testing are shown below:

### 1) Hypothesis 1

The results of statistical testing provide estimates of the influence of Workload on Job Satisfaction. As for the workload results, it has an estimated value of 0.86, a CR value of 7.907 and a p-value of 0.000. Because the CR value for Workload is  $> 1.96$  and the p-value is  $< 0.05$ , it can be concluded that Workload has a significant positive effect on Job Satisfaction.

### 2) Hypothesis 2

The results of statistical testing provide estimates of the influence of workload on employee performance. The workload results have an estimate value of 0.34, a CR value of 2.204 and a p-value of 0.027. Because the CR value for workload is  $> 1.96$  and the p-value is  $< 0.05$ , it can be concluded that workload has a significant positive effect on employee performance.

### 3) Hypothesis 3

The statistical test results provide an estimated value of the influence of Job Satisfaction on Employee Performance of 0.68, a CR value of 4.007 and a p-value of 0.000. Because the CR value is  $4.007 > 1.96$  or p-value  $0.000 < 0.05$ , it can be concluded that Job Satisfaction has a significant positive effect on Employee Performance.

### 4) Hypothesis 4

The coefficient of indirect influence from Workload to Employee Performance through Job Satisfaction using the Sobel test

| Input:               | Test statistic:         | Std. Error: | p-value:   |
|----------------------|-------------------------|-------------|------------|
| a 0.86               | Sobel test: 2.88932912  | 0.20239993  | 0.00386065 |
| b 0.68               | Aroian test: 2.86944138 | 0.20380273  | 0.00411198 |
| s <sub>a</sub> 0.109 | Goodman test: 2.9096362 | 0.20098733  | 0.0036185  |
| s <sub>b</sub> 0.219 | Reset all               | Calculate   |            |

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Based on these calculations, the t statistic obtained is 2.88932912 and the p-value is 0.00386065 which is smaller than 0.05, so it can be concluded that the indirect effect coefficient is significant. This shows that workload has a significant positive effect on employee performance, which is mediated by job satisfaction.

### **D. DISCUSSION**

#### **1. The effect of workload on job satisfaction**

The results of this research indicate that workload influences job satisfaction. Workload is described by Moekijat (2004) as the quantity of work products or work product records which can show the quantity produced by a number of employees in a certain area. The quantity of work that a team or individual must complete in a given time period (also known as workload) can be evaluated from both objective and subjective perspectives. Workload is defined objectively as the amount of time or activity required to perform a task. Meanwhile, workload is a measure of work pressure and job satisfaction and is subjectively related to the measure used by an individual in comments about workload emotions. Therefore, workload can be defined as the amount of effort, time and thought that a worker must expend to complete the tasks for which he is responsible.

Excessive workload can result in physical and mental fatigue as well as emotional side effects including headaches, indigestion, and irritation. Meanwhile, too little effort will make you bored and monotonous. Because there are not enough tasks or work, normal daily work can become boring, which can be dangerous for workers (Manuaba, 2000). According to research findings, job satisfaction is influenced by busyness. This shows that a worker's job happiness decreases as their workload increases. Additionally, this can lead to less job satisfaction. Carrying out superior level counseling and dividing work tasks proportionally according to the talents of each worker are two strategies that can be used to overcome the problem of excessive workload. The findings of this research are in line with Melati and Bagus' (2015) research, which found a strong correlation between workload and job satisfaction. Workload therefore impacts job satisfaction; conversely, as workload increases, so does job satisfaction. Findings from previous research by Alfian, et al. (2017) supports their statement that there is a positive and significant relationship between workload and job satisfaction.

#### **2. Effect of workload on performance**

Employee performance in the fish canning industry in Bitung City is influenced by workload. The results of employee performance can be assessed in terms of quality, quantity, working hours and cooperation in achieving company goals. It all depends on how much time and how much effort the person puts in to get the job done. Working hours, obstacles, absenteeism, and tenure are further indicators of employee performance.

All businesses can use many of the aspects mentioned above to improve the performance of their employees. So that the strategy that has been prepared is more focused, company management only needs to make adjustments to reflect the current state of the workforce. But in the end, staff productivity will determine the level of productivity of a company. The better an employee performs at work and the longer they stay in the organization, the happier they are at work. This will have an impact on the profits obtained or will be obtained by the company.

The results of this research support the conclusion of Kadek Ferrania Paramitadewi (2017) that workload has a significant effect on employee performance. The results of this research also show that workload affects employee performance. The result of this effect is that an employee performs better the less work they have to do.

The findings of this research are in line with research that partially workload has a significant effect on employee performance and has an impact on employee performance (Martini and Sitiari, 2018) (Ryandini and Nurhadi, 2020). It is true that employee performance can be improved if there is an increase in the employee's workload within the relevant work limits.

According to Moekijat (2004), workload, namely the number of work results and work results records which can show the volume produced by a number of employees in a particular sector, can thus be fulfilled in this research. Similar to this belief "Every task is a burden for the person who does it, whether the burden is physical or mental (Zulkifli, 2016), and this is a reality in the workplace. However, the idea that claims "According to Sunyoto (2012), excessive workload can make a person tense and stressed.

#### **3. The influence of job satisfaction on employee performance**

The findings of this research indicate that employee performance in the fish canning sector in Bitung City is influenced by job satisfaction. This implies that the performance of employees in the fish canning sector in Bitung city will be influenced by their level of job satisfaction. Employee performance is directly correlated with job satisfaction. This implies that as job happiness among employees increases, so does performance.

Employee productivity increases, as seen from increased quality, quantity, working hours, and cooperation in achieving organizational goals. All these factors lead to improved employee performance. It all depends on how much time and how much

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effort the person puts in to get the job done. Working hours, obstacles, absenteeism, and tenure are further indicators of employee performance.

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The attitude of superiors, relationships between co-workers, remuneration plans, career levels, and work arrangements are markers of job satisfaction. Statistical examination of the data shows that employee job satisfaction significantly improves employee performance. This indicates that employees will perform at their highest levels the more satisfied they are with their jobs. Employees will feel safe and comfortable working if the company consistently implements a good career and compensation system, there are good relationships between colleagues, the attitude of superiors is always motivating, and there is a conducive physical work environment. The result is that personnel will try their best and continue to strive to provide the best service to clients. This shows excellent employee performance (Indrawati 2013). According to Parwanto and Wahyudin (2011), researchers looked at the influence of job satisfaction on worker productivity. According to the study, elements that influence job happiness, such as pay, leadership, and the views of coworkers, have a big impact on how well employees perform. This research also found that one element that has a significant influence on employee performance is the attitude of coworkers.

The results of this research are in line with research by Javed, Balouch, and Hassan (2014), which found a relationship between job satisfaction and employee performance. The results of this study agree with many other studies regarding the impact of job satisfaction on employee performance. Results of research conducted by Mulyanto and Sutapa Hardaya(2009), and A. Soegihartono (2012), by Duserick (2007), Bartram and Gian (2007), Stephen, et al (2007), Zeffane, et.all (2008), Nancy and Eleana (2009), Lolita, et.all (2009), Yang, et.all (2010), Singh (2013), Yang, et.al (2014), obtained results regarding the importance of job satisfaction and have proven that job satisfaction influences employee performance.

#### **4. The effect of workload on employee performance through job satisfaction**

The impact of workload on employee performance is covered in this research through the lens of job satisfaction. The research results show that job satisfaction, workload, all influence employee performance in the Bitung City fish canning business. Very high job satisfaction will have a greater impact on the workload so that employees do not feel burdened by work. Job satisfaction which is able to provide increased employee performance with variable workload is a result that has a very important contribution to this research. Based on workload analysis, it directly influences employee performance. Mediated through job satisfaction, workload also influences employee performance. The results of this research are able to support the concept of employee performance put forward by many experts, including Robbins (2016), Rivai (2015), Hariandja (2002).

## **V. CONCLUSIONS AND RECOMMENDATIONS**

### **A. Conclusion**

This research aims to examine the effect of workload on employee performance through job satisfaction in the fish canning industry sector in the city of Bitung, so the results of this research analysis can be concluded as follows.

1. Workload influences employee job satisfaction in the fish canning industry sector in the city of Bitung, which means that a workload that is appropriate to the employee's abilities will increase employee job satisfaction.
2. Workload influences employee performance in the fish canning industry sector in the city of Bitung, which means that the more the workload matches the employee's abilities, the greater the employee's performance.
3. Job satisfaction influences employee performance, which means that the better employee job satisfaction, the more employee performance will improve. Job satisfaction is formed by job satisfaction, salary satisfaction, promotion satisfaction, supervision satisfaction and co-worker satisfaction.
4. Workload influences employee performance through job satisfaction. Job satisfaction is able to mediate the influence of workload on employee performance in the fish canning industry sector in the city of Bitung. This means that workload through job satisfaction can influence employee performance.

### **B. Recommendations**

Through the findings of this research, there are several things that can be recommended for further research and to parties related to improving employee performance in general and fish canning employees in particular. So that both companies and the government can take the right policies to improve employee performance.

## The Role of Job Satisfaction in Mediating the Workload on Employee Performance in the Canned Fish Industry Sector in Bitung City, North Sulawesi

### 1. For the development of science

The results of the research will enrich the development of conceptions of employee performance so that the development of knowledge related to employee performance can make a positive contribution to employees. It is hoped that further research can deepen and develop research related to employee performance by adding variables that can influence employee performance.

### 2. For policy makers

It is necessary to facilitate and bridge discussions between employees and the company so that a common ground can be found for both parties. And for policy makers, in this case, the government can issue policies or regulations that are appropriate and beneficial to both parties.

### 3. For business actors (companies)

To improve employee performance, companies should see and treat employees as very valuable company assets, so that employees will feel appreciated and will provide their best performance for the continuity of the company.

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