

The Effect of Teamwork and Workload on Employee Performance through Job Satisfaction in Employees of PT Arsakha Cipta Nusantara

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ABSTRACT

This study aims to analyze the influence of teamwork and workload on employee performance, with job satisfaction as a mediating variable. The study was conducted at PT Arsakha Cipta Nusantara, which is engaged in wedding organizers, event management, and security. The main problems are the lack of team coordination and workload imbalances that affect employee satisfaction and performance. The research method used a quantitative approach through a survey of 97 respondents with a saturated sample technique, as well as data analysis using Partial Least Square (PLS) through the SmartPLS 4 application. The results of the study show that workload has a negative effect on job satisfaction, but it is positive on performance. Teamwork does not have a significant effect on job satisfaction, but it has a positive effect on performance. Job satisfaction also has a positive effect on performance and is able to be a partial mediator between independent variables and performance. In conclusion, job satisfaction plays an important role in improving employee performance, so companies need to balance workloads and strengthen teamwork effectively

INTRODUCTION

In the modern business world, service organizations place employees as important assets in determining the quality of service and the success of the company. One of the determinants of success is optimal employee performance, which is influenced by various aspects, such as teamwork and workload. According to Uma and Swasti (2024), good employee performance reflects the effectiveness of human resource management, while low performance can reduce the overall competitiveness of the organization.

Teamwork is one of the important factors in improving performance and job satisfaction. Driskell et al. (2018) explain that effective teamwork can increase productivity and reduce work stress. However, research by Octavia and Budiono (2021) shows that the indirect influence of teamwork on performance through job satisfaction is not significant, suggesting that job satisfaction is not the only determinant in the relationship. These differences in outcomes reinforce the importance of examining more deeply the role of teamwork in different organizational contexts.

In addition to teamwork, workload also plays an important role in influencing employee performance and satisfaction. An unbalanced workload can lead to stress, fatigue, and decreased motivation (Herawati et al., 2023). Meanwhile, the appropriate workload can actually encourage increased productivity and job satisfaction. Farhana (2024) found that workload has a positive effect on performance, but Sulastrri (2020) stated the opposite, namely that excessive workload actually decreases performance. This shows that perceptions of workloads are contextual and need to be managed wisely.

PT Arsakha Cipta Nusantara as a service company faces challenges in terms of teamwork and uneven distribution of workload in various departments. Observations and interviews show that lack of team coordination, hectic work schedules, and unfair division of tasks cause employees to feel overwhelmed. This problem has an impact on declining work morale, employee satisfaction, and the quality of service to customers. This emphasizes the importance of effective management of teamwork and workload in creating a healthy and productive work environment.

Taking these dynamics into account, this study becomes relevant to explore the influence of teamwork and workload on employee performance, as well as the mediating role of job satisfaction in these relationships. This understanding is expected to make a practical contribution to the management of PT Arsakha Cipta Nusantara in formulating work policies that support the improvement of employee performance and welfare.

LITERATURE REVIEW

Teamwork

Teamwork is a form of collaboration between individuals who have a common goal to achieve optimal work effectiveness. Manzoor et al. (2011) explain that teamwork is a group of individuals who are interdependent in completing tasks and are collectively responsible for the results of their work. The effectiveness of teamwork is determined by the extent to which members are able to communicate, cooperate, and support each other in carrying out tasks. Good teamwork is able to create a harmonious work environment, minimize conflicts, and increase team member morale.

According to Susanti et al. (2021), teamwork involves the combination of individual skills and abilities in an organized work group, which is geared towards achieving a common goal. This is also reinforced by Ibrahim et al. (2021), who stated that teamwork requires strong leadership and effective communication in order to improve work efficiency. Therefore, the success of teamwork is greatly influenced by aspects such as individual responsibility, equalization of goals, and intensive communication between members. The effective implementation of teamwork can increase job satisfaction and have a positive impact on employee performance.

Workload

Workload refers to the number of tasks and responsibilities that an individual must complete in a given time. According to Utomo (2008), workload is a set of tasks that must be completed by a work unit or individual, which in its management must be adjusted to the available capacity and working time. The workload can be either physical or mental, depending on the type of work and the pressures that come with it. If not managed properly, workload has the potential to cause fatigue, work stress, and even decreased productivity.

Schultz and Schultz (2006) state that a high workload can be a psychological stress for employees, especially when there is not enough time and resources available to complete the work. In such conditions, excessive workload can hinder the achievement of organizational goals. On the other hand, if the workload is balanced and in accordance with the employee's abilities, it can increase work morale and efficiency. Therefore, effective workload management is an important factor in creating a healthy and productive work environment.

Employee Performance

Employee performance is the result of work achieved by individuals in carrying out their duties and responsibilities in accordance with predetermined targets. Fahmi (2016) defines performance as the achievement of work results measured based on the effectiveness and efficiency of individuals in carrying out organizational tasks. Good performance not only reflects an individual's competence, but is also influenced by external factors such as work environment, leadership style, and motivation.

According to Lutfiyah and Oetomo (2020), employee performance measurement is usually seen from several aspects such as timeliness in completing tasks, the ability to work together, and the quality of work results. Performance can also be improved through proper feedback, appreciation for work, and support from superiors. Therefore, it is important for organizations to

regularly evaluate employee performance as the basis for decision-making in human resource development.

Job Satisfaction

Job satisfaction is an employee's positive feelings towards their work, which arises from the compatibility between expectations and the reality of the work undertaken. According to Anoraga (2006), job satisfaction includes economic aspects such as salaries and benefits, as well as psychological aspects such as rewards, relationships with colleagues, and career development opportunities. High job satisfaction will encourage loyalty, motivation, and improve the quality of individual performance in the organization.

Sholikah and Frianto (2022) added that job satisfaction is influenced by factors such as the nature of the job, interpersonal relationships, working conditions, and the reward system applied. Employees who feel valued and have a comfortable work environment tend to show higher commitment. In the context of an organization, job satisfaction is an important indicator that must be considered because it directly affects productivity, employee retention, and company reputation.

Hypothesis

H1: teamwork has a positive effect on employee performance

This hypothesis is built on the basis that teamwork is one of the crucial elements in creating synergy between individuals in the organization. Effective teamwork allows for a balanced division of tasks, optimal work coordination, and open communication between team members, thus being able to increase work efficiency and productivity (Manzoor et al., 2011). In the context of service organizations such as PT Arsakha Cipta Nusantara, solid teamwork is believed to be able to directly contribute to improving employee performance due to the high intensity of collaboration between departments.

H2: workload has a negative effect on employee performance

This hypothesis refers to the theory that workloads that exceed individual capacity can decrease employees' ability to complete tasks optimally. A high workload is often associated with increased levels of stress, mental fatigue, and mistakes at work (Schultz & Schultz, 2006). Therefore, if the workload is not managed proportionally, it will have negative implications for employee performance, both in terms of quality and quantity of output produced.

H3: teamwork has a positive effect on job satisfaction

This hypothesis departs from the premise that effective teamwork not only improves performance, but also creates a supportive and harmonious work environment. Employees who feel part of a solid team tend to experience a sense of belonging and are more satisfied with the work dynamics they experience (Driskell et al., 2018). Factors such as peer support, collaboration, and appreciation for team contributions can increase positive perceptions of work.

H4: workload has a negative effect on job satisfaction

This hypothesis states that excessive workload can lead to psychological and physical discomfort that ultimately decreases job satisfaction. According to Herawati et al. (2023), the perception of a disproportionate workload will reduce motivation and create work pressure that interferes with the comfort of employees in carrying out their duties. In the long run, this can reduce job

satisfaction due to the mismatch between expectations and working conditions faced.

H5: job satisfaction has a positive effect on employee performance

This hypothesis is based on the theory that job satisfaction has an important contribution in shaping positive work behavior. Employees who feel satisfied with their jobs tend to show high loyalty, work ethic, and commitment to the organization, which directly impacts improved performance (Hartutik et al., 2024). Job satisfaction encourages employees to give their best efforts in completing tasks and achieving set targets.

H6: job satisfaction mediates the influence between teamwork and employee performance

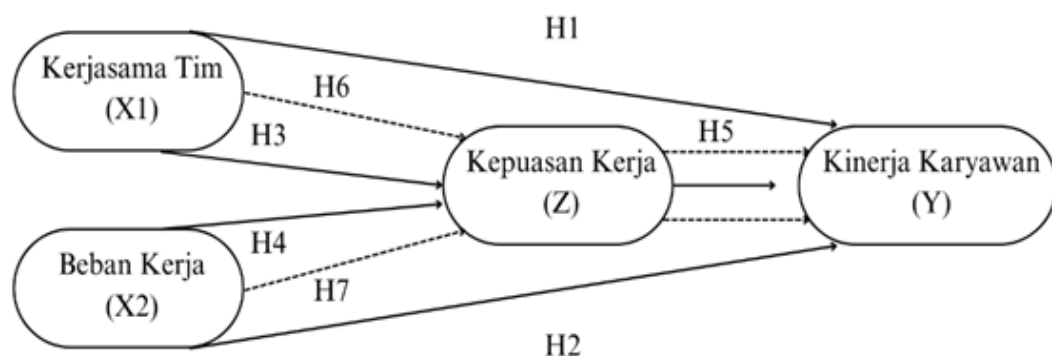
This hypothesis is based on a mediation model in which job satisfaction acts as an intermediate variable that bridges the relationship between teamwork and performance. Effective teamwork is believed to increase job satisfaction, and in turn that satisfaction will motivate employees to work better. Thus, the positive effects of teamwork on performance are not only direct, but also indirect through job satisfaction as a mediator (Al-Aziz et al., 2023).

H7: job satisfaction mediates the influence between workload and employee performance

This hypothesis suggests that the influence of workload on employee performance is not entirely direct, but is partly influenced by job satisfaction. Workloads that match employees' abilities can increase job satisfaction, which in turn has an impact on improving performance (Hasibuan et al., 2022). On the other hand, if workload is perceived as stress, then job satisfaction will decrease and have negative implications on performance.

Conceptual Framework

Based on the description that has been explained, the following is the conceptual framework that has been determined in this study:



Source: Data obtained by the Author, 2025

Figure 1. Conceptual Framework

METHODOLOGY

This study uses a quantitative approach with the type of explanatory research, aiming to examine the causal relationship between teamwork and workload on employee performance with job satisfaction as a mediating variable. The research design used was a survey with a cross-sectional approach, where data was collected at a specific time through a closed questionnaire based on the Likert scale. The research was conducted on PT Arsakha Cipta Nusantara, a service company with a population of 97 employees from six departments. The entire population was sampled with saturated sampling techniques.

The variables in this study consisted of teamwork and workload as independent variables, job satisfaction as a mediating variable, and employee performance as dependent variables. Each variable was measured using indicators from previous research. Data collection is carried out through questionnaires that have been tested for validity and reliability. Data analysis was carried out using the Partial Least Square (PLS) method with the help of the SmartPLS 4 application, which included validity, reliability, path analysis, and mediation testing with bootstrapping.

RESULT

Respondent Characteristics

Table 1. Respondent Characteristics

Characteristics	Number of Respondents	Presentase (%)
Asset Departement	20	21%
Customer Service	9	9%
Finance	10	10%
Human Capital Departement	15	15%
Marketing Departement	23	24%
Multimedia Departement	20	21%
Total	97	100%

Source : Primary Data Processed, 2025

Based on respondent characteristics data, the majority came from the Marketing Department as many as 23 people (24%), followed by the Asset and Multimedia Department with 20 people each (21%). Respondents from the Human Capital Department amounted to 15 people (15%), Finance as many as 10 people (10%), and at least 9 people came from Customer Service (9%). The total number of respondents was 97 people or 100% of the population studied. This data shows that all departments at PT Arsakha Cipta Nusantara have been represented in filling out the research questionnaire.

Descriptive Statistical Analysis Results

Table 2. Analysis of Teamwork Variable Descriptions

Statement Items	1	2	3	4	5	Mean	Category
Participatory Leadership							
X1.1	0	0	36	52	9	3.72	High
X1.2	0	0	30	48	19	3.88	High
X1.3	1	0	40	39	17	3.73	High
X1.4	1	5	30	50	11	3.69	High
Responsibility							
X1.5	0	0	38	51	8	3.69	High
X1.6	0	6	35	48	8	3.59	Medium
X1.7	0	0	35	55	7	3.71	High
Equalization of Objectives							
X1.8	0	1	34	51	11	3.74	High
X1.9	0	4	29	59	5	3.67	Medium
X1.10	0	4	42	44	7	3.55	Medium
Intensive Communication							
X1.11	0	3	33	57	4	3.63	Sedang
X1.12	0	5	37	51	4	3.55	Sedang
X1.13	0	4	24	51	8	3.64	High
Focus on the task							
X1.14	0	3	34	54	6	3.64	High
X1.15	0	2	33	54	8	3.70	High
Total							3,69

Source: Output Smart PLS (Data Processed by Researchers), 2025

Based on Table 2., the statement with the highest average on the teamwork variable was "I feel that my opinion is valued in the team by my superiors" with a mean of 3.86, which reflects an appreciation for the individual's contribution to the team. Meanwhile, the lowest average was found in the statement "I feel that communication in my team is going well and openly" (mean 3.55), indicating that some respondents still consider team communication not to be fully open and effective. Overall, the average value of teamwork of 3.69 is included in the high category (Ferdinand, 2014), which indicates that teamwork is considered quite good and supports the smooth running of work activities.

Table 3. Workload Variable Description Analysis

Statement Items	1	2	3	4	5	Mean	Category
Work Targets							
X2.1	0	6	34	45	12	3.64	High
X2.2	1	5	33	51	7	3.59	Medium
Employment Conditions							
X2.3	1	6	30	50	10	3.63	Medium
X2.4	1	5	40	44	7	3.52	Medium
X2.5	0	6	34	48	9	3.61	High
Work Standards							
X2.6	0	5	34	46	12	3.67	High
X2.7	0	5	34	48	10	3.64	High
X2.8	0	6	36	42	17	3.63	Medium
Total						3,65	

Source : Output Smart PLS (Data Processed by Researchers), 2025

Based on Table 3., the highest average value on the workload variable is found in two statements, namely "the work target given according to my ability" and "I understand the work standards that have been set by the company," each with a mean of 3.73. This shows that respondents feel that the job target is still within the limits of their ability and has a good understanding of work standards. Meanwhile, the statement with the lowest average is "the workload I receive according to my capacity" (mean 2.50), which indicates a mismatch between the workload and the individual's capacity. Overall, the average workload of 3.65 is in the medium category (Ferdinand, 2014), indicating that the workload is generally still considered reasonable, although some respondents feel a fairly high workload.

Table 4. Analysis of Employee Performance Variables Description

Statement Items	1	2	3	4	5	Mean	Category
Supervision Needs							
Y.1	0	3	35	51	8	3.66	High
Y.2	0	3	33	50	11	3.71	High
Y.3	0	3	36	48	10	3.67	Medium
Timeliness							
Y.4	0	0	38	49	10	3.71	High
Y.5	0	0	31	52	14	3.82	High
Y.6	0	1	32	53	11	3.76	High
Total						3,73	

Source: Smart PLS Output (Data Processed by Researchers), 2025

Based on Table 4., the statement with the highest average on the employee performance variable is "management gives enough time to complete the task" (mean 3.81), indicating that the employee feels that he has enough time to work in a focused and organized manner. Meanwhile, the lowest average was found in the statement "the supervision provided did not interfere with my comfort at work" (mean 3.65), which indicated that some respondents were uncomfortable with the supervisory pattern of their superiors. Overall, the average value of employee performance variables is 3.73 and is included in the high category (Ferdinand, 2014), indicating that employees feel that they are able to work well and meet the demands of the job optimally.

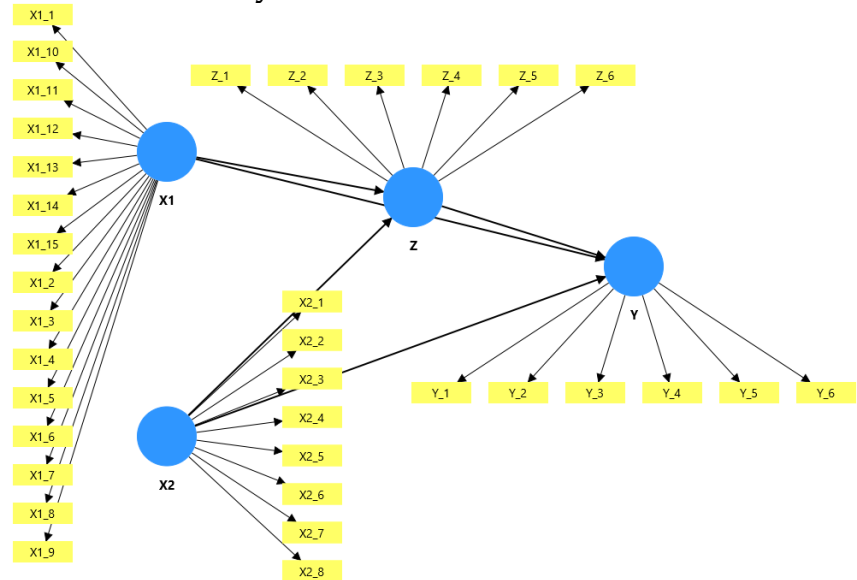
Table 5. Analysis of Job Satisfaction Variable Descriptions

Statement Items	1	2	3	4	5	Mean	Category
The Work Itself							
Z.1	0	3	31	52	11	3.73	High
Z.2	0	3	38	50	6	3.60	Medium
Z.3	0	5	32	51	9	3.66	Medium
Promotional Opportunities							
Z.4	0	1	39	49	7	3.62	Medium
Z.5	0	2	41	44	7	3.54	Medium
Z.6	0	6	32	52	7	3.61	Medium
Total							3.62

Source : Output Smart PLS (Data Processed by Researchers), 2025

Based on Table 5., the statement with the highest average on the job satisfaction variable was "I find the work I do interesting and challenging" (mean 3.73), indicating that respondents felt their work was not monotonous and provided a positive experience. Meanwhile, the statement with the lowest average is "the tasks I work on according to my skills and interests" (mean 3.55), which indicates a mismatch of some tasks with the employee's interests or expertise. Overall, the average value of the job satisfaction variable of 3.62 was included in the medium category (Ferdinand, 2014), indicating that the job satisfaction level of the respondents was not optimal, although they tended to be quite satisfied.

Inferential Statistical Analysis Results



Source: Smart PLS Output (Data Processed by Researchers), 2025
Figure 2. Structural Model Diagram

Uji Convergent Validity

Tabel 6. Convergent Validity

Variable	Item	Loading Factor	P-Values	Information
Teamwork (X1)	X1_1	0.854	0.000	Valid
	X1_2	0.828	0.000	Valid
	X1_3	0.755	0.000	Valid
	X1_4	0.704	0.000	Valid
	X1_5	0.788	0.000	Valid
	X1_6	0.743	0.000	Valid
	X1_7	0.774	0.000	Valid
	X1_8	0.725	0.000	Valid
	X1_9	0.744	0.000	Valid
	X1_10	0.634	0.000	Valid
	X1_11	0.777	0.000	Valid
	X1_12	0.741	0.000	Valid
	X1_13	0.803	0.000	Valid
	X1_14	0.831	0.000	Valid
	X1_15	0.699	0.000	Valid
Workload (X2)	X2_1	0.744	0.000	Valid
	X2_2	0.830	0.000	Valid
	X2_3	0.807	0.000	Valid
	X2_4	0.810	0.000	Valid
	X2_5	0.813	0.000	Valid

Variable	Item	Loading Factor	P-Values	Information
	X2_6	0.847	0.000	Valid
	X2_7	0.768	0.000	Valid
	X2_8	0.686	0.000	Valid
Employee Performance (Y)	Y1	0.816	0.000	Valid
	Y 2	0.839	0.000	Valid
	Y3	0.746	0.000	Valid
	Y4	0.780	0.000	Valid
	Y5	0.843	0.000	Valid
	Y6	0.812	0.000	Valid
Job Satisfaction (Z)	Z1	0.892	0.000	Valid
	Z2	0.839	0.000	Valid
	Z3	0.892	0.000	Valid
	Z4	0.811	0.000	Valid
	Z5	0.871	0.000	Valid
	Z6	0.788	0.000	Valid

Source: Output Smart PLS (Data Processed by Researchers), 2025

Table 6 shows that all indicators of each research variable have a loading factor value of <0.50 , so it can be said that all of the above indicators are considered valid to be a constraint measurement tool and are used for continuation analysis in this study.

Average Variance Extracted (AVE) Test

Table 7. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Teamwork (X1)	0.581
Workload (X2)	0.624
Employee Performance (Y)	0.651
Job Satisfaction (Z)	0.722

Source: Output Smart PLS (Data Processed by Researchers), 2025

The results of the data in the table above show that all construct variables have an AVE value of more than 0.50, so it can be stated that all statements are declared to have good discriminant validity.

Discriminant Validity Test

Table 8. Discriminant Validity

Item	Variable			
	(X1)	(X2)	(Z)	(Y)
X1_1	0.854	0.343	0.170	0.362
X1_2	0.828	0.354	0.091	0.351
X1_3	0.755	0.218	0.189	0.273
X1_4	0.704	0.192	0.014	0.150
X1_5	0.788	0.237	0.107	0.210
X1_6	0.743	0.251	0.133	0.248
X1_7	0.774	0.307	0.148	0.318
X1_8	0.725	0.163	0.110	0.259
X1_9	0.744	0.118	0.084	0.303
X1_10	0.634	0.154	0.098	0.203
X1_11	0.777	0.230	0.024	0.361
X1_12	0.741	0.214	0.086	0.256
X1_13	0.803	0.330	0.174	0.333
X1_14	0.831	0.307	0.137	0.307
X1_15	0.699	0.303	0.183	0.265
X2_1	0.412	0.744	0.211	0.210
X2_2	0.135	0.830	0.153	0.265
X2_3	0.242	0.807	0.348	0.413
X2_4	0.182	0.810	0.276	0.345
X2_5	0.229	0.813	0.160	0.332
X2_6	0.425	0.847	0.198	0.251
X2_7	0.331	0.768	0.249	0.306
X2_8	0.214	0.686	0.409	0.265
Y_1	0.023	0.209	0.816	0.348
Y_2	0.138	0.374	0.839	0.379
Y_3	-0.027	0.165	0.746	0.335
Y_4	0.246	0.333	0.780	0.307
Y_5	0.174	0.209	0.843	0.497
Y_6	0.180	0.325	0.812	0.592
Z_1	0.433	0.478	0.512	0.892
Z_2	0.275	0.321	0.433	0.839
Z_3	0.311	0.320	0.477	0.892
Z_4	0.303	0.373	0.451	0.811
Z_5	0.315	0.267	0.460	0.871
Z_6	0.261	0.158	0.344	0.788

Source : Output Smart PLS (Data Processed by Researchers), 2025

From the results of the data, it shows that the cross loading value of each indicator has the highest value in the variables it creates, so it can be concluded that the variables in this study are formed with indicators that have high discriminant validity.

Composite Reliability Test

Table 9. Composite Reliability

Variable	Composite Reliability
Teamwork (X1)	0.954
Workload (X2)	0.925
Employee Performance (Y)	0.917
Job Satisfaction (Z)	0.937

Source : Output Smart PLS (Data Processed by Researchers), 2025

The results in the table show that all variables meet the requirements for a composite reliability value, which is more than 0.70. Therefore, it can be concluded that all variables are suitable for measuring construct variables and are used in further analysis.

Cronbach Alpha Test

Table 10. Cronbach Alpha

Variable	Cronbach Alpha
Teamwork (X1)	0.948
Workload (X2)	0.914
Employee Performance (Y)	0.894
Job Satisfaction (Z)	0.923

Source: Output Smart PLS (Data Processed by Researchers), 2025

The results in the table show that all variables have an alpha cronbach value of more than 0.6, so all research variables can be said to have a high level of reliability because all of them meet the criteria for alpha cronbach values.

Inner Model Test

Table 11. R-Square Value

Variabel	R Square	R Square Adjust
Teamwork (X1)		
Workload (X2)		
Employee Performance (Y)	0.309	0.287
Job Satisfaction (Z)	0.223	0.207

Source : Output Smart PLS (data processed by researchers), 2025

The result of the R-Square value in the table can be calculated by:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2_{12})(1 - R^2_{22}) \dots (1 - R^2_{p2}) \dots \dots \dots (1) \\
 Q^2 &= 1 - (1 - 0.3092)(1 - 0.2232) \\
 &= 1 - (1 - 0.3092)(1 - 0.2232)
 \end{aligned}$$

$$\begin{aligned}
&= 1 - (1 - 0.095)(1 - 0.049) \\
&= 1 - (0.905)(0.951) \\
&= 1 - 0.860 \\
&= 0.14
\end{aligned}$$

The results of the calculation above show a q-square predictive relevance value of 0.160. The magnitude of this value shows a value higher than 0 (zero) so it can be concluded that the model has a predictive relevance that is able to explain the model by 14%.

Hypothesis Test

Table 12. Hypothesis Test Results

Influence Between Variables	P-values
Teamwork (X1) -> Employee performance (Y)	0.459
Teamwork (X1) -> Job satisfaction (Z)	0.006
Workload (X2) -> Employee Performance (Y)	0.120
Workload (X2) -> Job satisfaction (Z)	0.000
Job Satisfaction (Z) -> Employee Performance (Y)	0.000
Teamwork (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.010
Workload (X2) -> Job satisfaction (Z) -> Employee performance (Y)	0.006

Source: Output Smart PLS (Data Processed by Researchers), 2025

The test results can be declared acceptable if the probability value is less than 0.05, then it can be explained as follows:

H1: Teamwork does not have a positive and significant effect on employee performance, because it can be seen from the P values of 0.459, H1 is rejected.

H2: Workload has a positive and significant effect on employee performance, because it can be seen from the P values of 0.006, H2 is accepted.

H3: Teamwork does not have a positive and significant effect on job satisfaction, because it can be seen from the P values of 0.120, H3 is rejected.

H4: Workload has a positive and significant effect on job satisfaction, because it can be seen from the P values of 0.000, H4 is accepted.

H5: Job satisfaction has a positive and significant effect on employee performance, because it can be seen from the P values of 0.000, H5 is accepted.

H6: Teamwork has a positive and significant effect on employee performance when mediated by job satisfaction, because it can be seen from the P values of 0.010, H6 is accepted.

H7: Workload has a positive and significant effect on employee performance when mediated by job satisfaction, because it can be seen from the P values of 0.006, H7 is accepted.

DISCUSSION

This study aims to examine the influence of teamwork and workload on employee performance with job satisfaction as a mediating variable in PT Arsakha Cipta Nusantara. Based on the results of the analysis carried out, it was found that teamwork has a positive effect on employee performance. These findings are in line with the views of Driskell et al. (2018), who stated that good team collaboration can increase work effectiveness, strengthen a sense of shared responsibility, and create a work environment that supports the achievement of common goals. In the context of PT Arsakha, teamwork is an important foundation considering the nature of work that relies heavily on cross-division coordination such as events, security, and marketing.

In addition, workload has also been shown to affect employee performance. However, in this context, the influence of workloads is complex. On the one hand, workloads that match employee capacity can drive productivity; On the other hand, a disproportionate workload can actually cause stress and decreased performance. These findings support the opinion of Schultz and Schultz (2006), who state that workloads must be managed proportionately to avoid excessive stress. In the case of PT Arsakha, although most employees stated that the work target was still within the limits of ability, there were indications that the workload was not fully in line with the individual's capacity, potentially affecting work comfort.

Furthermore, this study found that job satisfaction plays a mediator in the relationship between independent variables and employee performance. This shows that when employees feel satisfied, either because of a solid teamwork system or a reasonable workload, they tend to show more optimal performance. This is in line with Herzberg's theory of two motivational factors, which emphasizes that job satisfaction encourages positive work behavior and commitment to the organization. At PT Arsakha, aspects such as challenging work, respect for opinions, and good time management have proven to support job satisfaction, although there are still some challenges in the aspect of matching tasks to employees' interests and skills.

Good teamwork directly increases a sense of appreciation, strengthens communication, and encourages employees to actively participate in collective tasks. However, the effectiveness of teamwork is also influenced by how open and smooth communication is in the team. These findings show that although the majority of employees feel that teamwork is quite supportive, the communication aspect still needs to be improved so as not to cause misunderstandings or coordination barriers. This refers to the view of Robbins and Judge (2017) that open communication is an important pillar in building a productive work team.

The workload that is felt to be not fully in accordance with the individual's capacity needs to be the attention of management. Employees who feel disproportionately burdened tend to experience decreased motivation and satisfaction, which ultimately impacts performance. Therefore, more precise division of tasks and time planning can help balance the workload between employees. The implementation of a periodic performance monitoring and

evaluation system can be a strategic step to ensure a fair and capacity-based distribution of work.

CONCLUSION AND RECOMMENDATION

Based on the results of the research and discussions that have been conducted, it can be concluded that teamwork and workload have a significant influence on employee performance, both directly and through job satisfaction as a mediating variable. Teamwork has been shown to make a positive contribution to performance, especially when team members feel their opinions are valued and given the opportunity to contribute. However, the communication aspect in the team is still a concern, because it has not been fully open and effective. Meanwhile, workloads show a complex relationship to performance. Although work targets are considered comprehensive, some respondents feel that the workload is not fully balanced with personal capacity, which has an impact on work comfort.

Job satisfaction in this case plays an important mediation role. When employees find their work interesting and challenging, and in accordance with expectations and abilities, the resulting performance will be more optimal. This emphasizes that organizations need to pay attention to psychological factors and employees' perceptions of the work environment. Therefore, it can be concluded that solid teamwork and proportionate workload management will have an impact on increased job satisfaction, ultimately improving overall employee performance.

As a follow-up to these findings, companies are advised to strengthen the communication aspect of teamwork through open communication training and regular team-building activities. Management also needs to evaluate the distribution of workload to better suit the abilities and expertise of each employee, so as not to cause psychological pressure that interferes with performance. In addition, job satisfaction measurements should be carried out regularly to identify aspects that need to be improved.

For further research, it is recommended to add other variables such as leadership, organizational culture, or managerial support to see how they affect employee satisfaction and performance. Future research may also consider qualitative approaches or blended methods to delve deeper into employee perceptions and experiences in a broader work context. Thus, the results of future research can provide a more comprehensive picture of the dynamics of employee performance in service organizations.

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