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The Influence of Workload and Training on Employee Performance through Job Satisfaction as an Intervening Variable (A Study at Mazarzo Traditional Wedding Organizer)

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Abstract: This research aims to analyze the influence of workload and training on employee performance with job satisfaction as an intervening variable at Mazarzo Traditional Wedding Organizer. The background of this research is based on the high demand for services that is not proportional to the available human resources, as well as the suboptimal employee training that may reduce performance. The approach used is quantitative, employing methods such as observation, interviews, and questionnaires, with a saturated sampling technique involving 53 employees as respondents. Data analysis was conducted using Structural Equation Modeling-Partial Least Square (SEM-PLS) with the SmartPLS 4.0 software. The results of the study indicate that: (1) workload has a positive and significant effect on job satisfaction; (2) workload has a negative and insignificant effect on employee performance; (3) training has a positive and insignificant effect on job satisfaction; (4) training has a positive and insignificant effect on employee performance; (5) job satisfaction has a positive and significant effect on employee performance; (6) workload has a positive and significant effect on employee performance through job satisfaction; (7) training has a positive and insignificant effect on employee performance through job satisfaction. These findings highlight the importance of proportional workload management and structured training to optimally enhance employee satisfaction and performance..

Keywords: Workload, Training, Job Satisfaction, & Employee Performance.

INTRODUCTION

In an increasingly competitive work environment, every organization is required to continuously improve the performance of its human resources in order to achieve corporate goals effectively and efficiently. One of the rapidly growing sectors that demands optimal

performance management is the service industry, particularly the wedding organizer (WO) sector. The wedding organizer industry in Indonesia has experienced significant growth in recent years, primarily driven by the increasing complexity of wedding events and the busy schedules of engaged couples. This has created high demand for professional services such as Wedding Organizers (WO). In the context of Indonesia's rich cultural traditions, the role of WOs becomes essential in ensuring the smooth execution and success of a wedding. However, behind this promising opportunity, the WO industry also faces substantial human resource management challenges.

Mazarzo Traditional Wedding Organizer, as one of the businesses operating in this sector, faces challenges in maintaining service quality through improved employee performance. There has been a mismatch between the number of human resources and the increasing workload due to a surge in clients post-pandemic, alongside suboptimal employee training systems—resulting in decreased performance and potential job dissatisfaction. The increase in clients from 38 in 2022 to 63 in 2024 clearly illustrates the spike in demand. However, this increase was not matched by proportional growth in human resources. Many employees are required to handle more than one wedding event simultaneously, leading to fatigue, job stress, and decreased performance. According to Robbins as cited in Pratiwi et al., (2023), disproportionate workloads can reduce employee efficiency and productivity.

Additionally, the training provided by Mazarzo is informal and limited to on-the-job learning during events, which lacks comprehensive understanding of the critical roles involved in organizing a wedding. According to Dessler as cited in Hermawati et al., (2021), training should encompass the development of both soft and hard skills that enable employees to adapt to the dynamic and complex nature of the job.

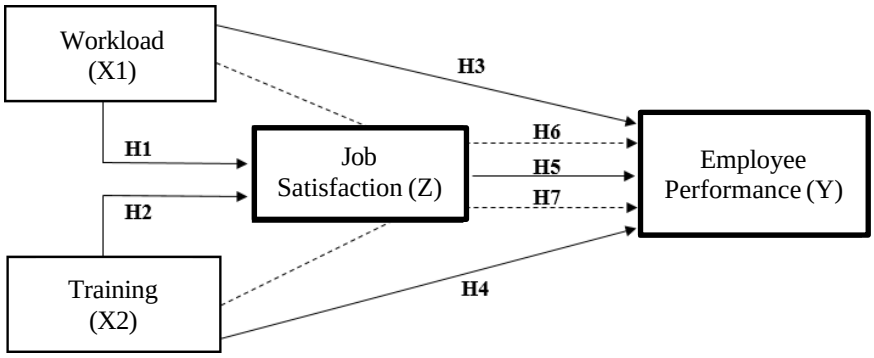
This situation affects job satisfaction, which, according to Luthans as cited in Paparang et al., (2021), is a key factor influencing employee loyalty, productivity, and morale. When job satisfaction is low, the effectiveness of training and the ability to cope with workload demands also tend to decline, which can negatively impact employee performance.

The problems that have been explained are the background to the formulation of the following research problems: (1) Does workload have a significant effect on job satisfaction among employees at Mazarzo Traditional Wedding Organizer?; (2) Does training have a significant effect on job satisfaction among employees at Mazarzo Traditional Wedding Organizer?; (3) Does workload have a significant effect on employee performance at Mazarzo Traditional Wedding Organizer?; (4) Does training have a significant effect on employee performance at Mazarzo Traditional Wedding Organizer?; (5) Does job satisfaction have a significant effect on employee performance at Mazarzo Traditional Wedding Organizer?; (6) Does workload have a significant effect on employee performance through job satisfaction among employees at Mazarzo Traditional Wedding Organizer?; (7) Does training have a significant effect on employee performance through job satisfaction among employees at Mazarzo Traditional Wedding Organizer?

METHODS

This research employs a quantitative approach within the framework of associative research, which aims to explore causal or correlational relationships between variables (Sugiyono, 2019). The analysis focuses on the influence of workload (X_1) and training programs (X_2) on employee performance (Y), with job satisfaction (Z) considered as an intervening variable to assess both direct and indirect effects. Data was collected through a survey by distributing questionnaires to respondents. This approach follows the positivism paradigm and is designed to analyze a population or sample (Sugiyono, 2020), with hypothesis testing using research instruments and statistical analysis.

In this study, the population consists of all employees of Mazarzo Traditional Wedding Organizer. A non-probability sampling method was used through the saturated sampling technique, resulting in a research sample of 53 employees of Mazarzo Traditional Wedding Organizer. The data used includes both primary and secondary data. Primary data was collected by distributing questionnaires to the employees, measured using a 5-point Likert Scale, while secondary data was obtained from internal company information. The collected data was then analyzed using the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS) with the help of SmartPLS 4.0 software. This method combines factor analysis, structural modeling, and path analysis through statistical data processing and analysis, which is a development of path analysis, with two types of data analysis models: the Outer Model and the Inner Model. The research model used in this study is presented as follows:



Source: Research Data, 2025

Figure 1. Research Model

Referring to the theories and conceptual framework previously discussed, the author formulates the following hypotheses:

H1: Workload has a negative and significant effect on the job satisfaction of employees at Mazarzo Traditional Wedding Organizer.

H2: Training has a positive and significant effect on the job satisfaction of employees at Mazarzo Traditional Wedding Organizer.

H3: Workload has a negative and significant effect on the performance of employees at Mazarzo Traditional Wedding Organizer.

H4: Training has a positive and significant effect on the performance of employees at Mazarzo Traditional Wedding Organizer.

H5: Job satisfaction has a positive and significant effect on the performance of employees at Mazarzo Traditional Wedding Organizer.

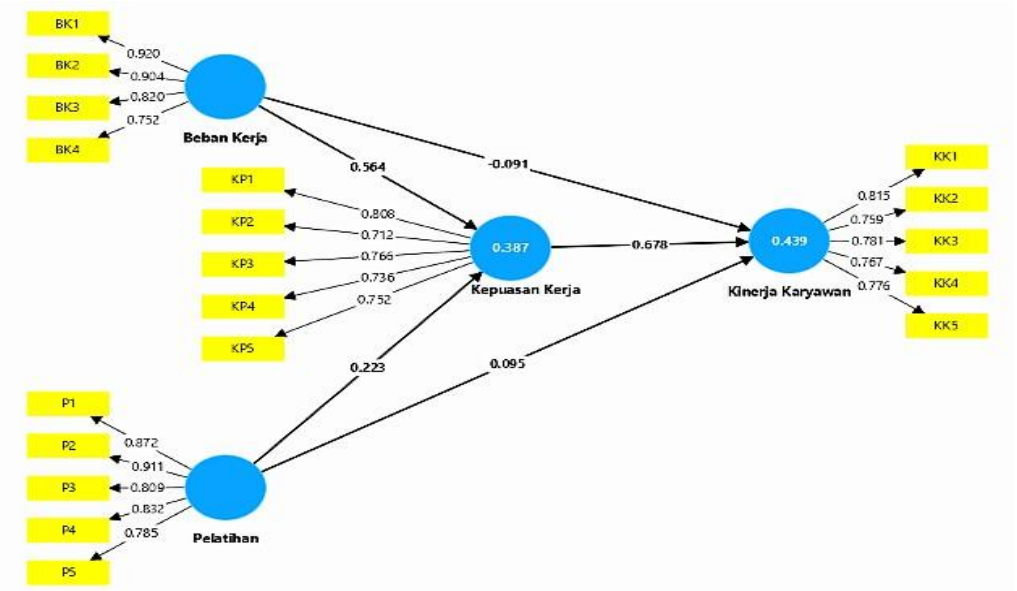
H6: Workload has a negative and significant effect on employee performance through job satisfaction at Mazarzo Traditional Wedding Organizer.

H7: Training has a positive and significant effect on employee performance through job satisfaction at Mazarzo Traditional Wedding Organizer.

RESULTS AND DISCUSSION

The distribution of questionnaires revealed that female respondents dominated the sample, accounting for 57% with a total of 30 individuals. The majority of respondents were aged between 20 and 25 years, comprising 74% of the sample, with 85% holding the position of official crew. Most had a work tenure of approximately 1–3 years, making up 62%. The SEM-PLS analysis process was conducted using SmartPLS version 4.0. Hypothesis testing included both outer model and inner model analyses. The results from the SEM-PLS analysis are as follows:

Measurement Model (Outer Model)



Source: SmartPLS 4.0 Processed Data, 2025

Figure 2. Outer Model Graphic

Table 1. Outer Loadings (Loading Factor)

	X1	X2	Z	Y
X1.1	0.920			
X1.2	0.904			
X1.3	0.820			
X1.4	0.752			
X2.1		0.872		
X2.2		0.911		
X2.3		0.809		
X2.4		0.832		
X2.5		0.785		
Z.1			0.808	
Z.2			0.712	
Z.3			0.766	
Z.4			0.736	
Z.5			0.752	
Y.1				0.815
Y.2				0.759
Y.3				0.781
Y.4				0.767
Y.5				0.776

Source: Research Data, 2025

As shown in Table 1, it can be stated that all reflective indicators for the variables Workload (X1), Training (X2), Job Satisfaction (Z), and Employee Performance (Y) obtained outer loading values > 0.7, indicating that convergent validity has been achieved in accordance with the standard.

Table 2. Cross Loadings

Indicators	Workload (X1)	Training (X2)	Job Satisfaction (Z)	Employee Performance (Y)
X1.1	0.920	0.109	0.524	0.306

X1.2	0.904	0.041	0.487	0.234
X1.3	0.820	0.007	0.490	0.314
X1.4	0.752	0.106	0.476	0.193
X2.1	-0.068	0.872	0.151	0.162
X2.2	0.074	0.911	0.238	0.329
X2.3	0.200	0.809	0.326	0.211
X2.4	-0.015	0.832	0.196	0.222
X2.5	0.056	0.785	0.126	0.127
Z.1	0.493	0.308	0.808	0.599
Z.2	0.398	0.061	0.712	0.385
Z.3	0.665	0.141	0.766	0.383
Z.4	0.275	0.316	0.736	0.601
Z.5	0.322	0.126	0.752	0.462
Y.1	0.365	0.147	0.553	0.815
Y.2	0.166	0.199	0.447	0.759
Y.3	0.052	0.127	0.417	0.781
Y.4	0.401	0.276	0.575	0.767
Y.5	0.173	0.278	0.517	0.776

Source: Research Data, 2025

Table 2, based on the cross-loading data analysis, shows that the factor loading values of each indicator are more strongly associated with their respective measured constructs compared to other constructs, as indicated by the highest cross-loading values.

Table 3. Fornell-Larcker

	X1	Z	Y	X2
Workload (X1)	0.852			
Job Satisfaction (Z)	0.581	0.755		
Employee Performance (Y)	0.311	0.651	0.780	
Training (X2)	0.077	0.266	0.269	0.843

Source: Research Data, 2025

To further strengthen the discriminant validity test, Table 3 presents the results of the Fornell-Larcker method, showing that the square root value of each AVE exceeds the correlation values between variables. This indicates that all variable indicators possess an adequate level of discriminant validity.

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
X1	0.871	0.877	0.913	0,726
X2	0.901	0.940	0.924	0,571
Y	0.840	0.843	0.886	0.608
Z	0.814	0.825	0.869	0,711

Source: Research Data, 2025

Table 4 shows that each variable has a Composite Reliability and Cronbach's Alpha exceeding the threshold of 0.7, indicating that the variables meet the reliability standard and possess a high level of reliability.

Structural Model (Inner Model)

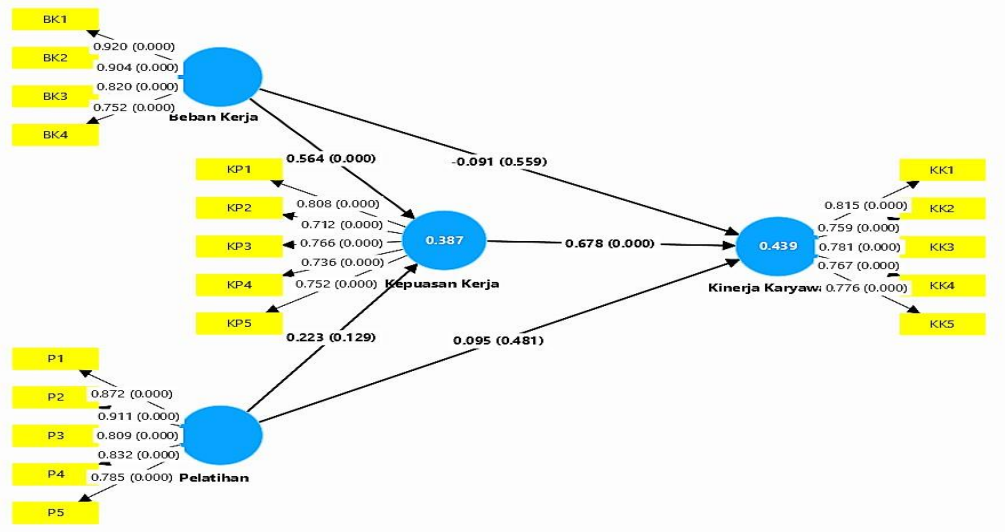
Table 5. R-Square

Variable	R-Square
Employee Performance (Y)	0,439
Job Satisfaction (Z)	0,387

Source: Research Data, 2025

Based on the Table 5, the R-Square value for the model explaining Employee Performance (Y) by Workload and Training is recorded at 0.439 or 43.9%, while for Job Satisfaction (Z), the value is 0.387 or 38.7%. Thus, the model has a moderate level of influence on variables Y and Z. Additionally, there are other variables outside of this study that may potentially influence the research model of Employee Performance and Job Satisfaction.

Bootstrapping Analysis



Source: SmartPLS 4.0 Processed Data, 2025

Figure 3. Bootstrapping Graphic

Table 6. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Beban Kerja (X1) -> Kepuasan Kerja (Z)	0.564	0.540	0.118	4.768	0.000
Beban Kerja (X1) -> Kinerja Karyawan (Y)	-0.091	-0.088	0.155	0.585	0.559
Pelatihan (X2) -> Kepuasan Kerja (Z)	0.223	0.260	0.147	1.520	0.129
Pelatihan (X2) -> Kinerja Karyawan (Y)	0.095	0.127	0.135	0.704	0.481
Kepuasan Kerja (Z) -> Kinerja Karyawa (Y)	0.678	0.660	0.144	4.716	0.000

Source: Research Data, 2025

The path coefficient illustrates the direction of the relationship between variables. A value ranging from 0 to 1 indicates a positive relationship, while a value from -1 to 0 indicates a negative relationship. This study uses a 5% significance level, meaning the t-statistic must be greater than the t-table value (1.96), and the p-value must be less than 0.05.

A path coefficient of 0.564 was obtained for the relationship between Workload (X1) and Job Satisfaction (Z), with a t-statistic of 4.768 (>1.96) and a p-value of 0.000 (<0.05). Thus, it

can be concluded that the influence of Workload on Job Satisfaction is **significant** and shows a **positive** relationship.

Workload (X1) has a **negative** influence on Employee Performance (Y) with a path coefficient of 0.091. However, since the t-statistic is 0.585 and the p-value is 0.559, which do not meet the significance criteria, this influence is considered **not significant**.

Based on the path coefficient value of 0.223, it can be concluded that Training (X2) has a **positive** impact on Job Satisfaction (Z). However, with a t-statistic of 1.520 and a p-value of 0.129, the effect is **not significant**.

With a path coefficient of 0.095, Training (X2) shows a **positive** influence on Employee Performance (Y). However, the t-statistic of only 0.704 and the p-value of 0.481 indicate that this influence is **not significant**.

The path coefficient value of 0.678 indicates that Job Satisfaction (Z) has a **positive** influence on Employee Performance (Y). The statistical test results, with a t-statistic of 4.716 and a p-value of 0.000, indicate that this influence is **significant**.

Table 7. Specific Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Beban Kerja (X1) -> Kepuasan Kerja (Z) -> Kinerja Karyawan (Y)	0.383	0.358	0.116	3.304	0.001
Pelatihan (X2) -> Kepuasan Kerja (Z) -> Kinerja Karyawan (Y)	0.151	0.167	0.098	1.540	0.124

Source: Research Data, 2025

Referring to the data, variable X1 has an indirect effect on variable Y through Z amounting to 0.383, with a t-statistic of 3.304 (>1.96) and a p-value of 0.001 (<0.05). This means that X1 has an indirect, **significant**, and **positive** influence on variable Y through variable Z. Furthermore, the analysis results show an indirect effect of variable X2 on variable Y through variable Z, amounting to 0.151. However, the t-statistic of 0.098 (<1.96) and the p-value of 0.124 (>0.05) indicate that this **positive** influence is **not significant**.

Table 8. Hypothesis Testing

Influence	Coefficient Value	*T-statistic*	*P-value*	Conclusion
X1 -> Z	0,564	4,768	0,000	Rejected
X2 -> Z	0,223	1,520	0,129	Rejected
X1 -> Y	-0,091	0,585	0,559	Rejected
X2 -> Y	0,095	0,704	0,481	Rejected
Z -> Y	0,678	4,716	0,000	Accepted
X1 -> Z -> Y	0,383	3,304	0,001	Rejected
X2 -> Z -> Y	0,151	1,540	0,124	Rejected

Source: Research Data, 2025

Based on Table 6, the results of the hypothesis are as follows: First Hypothesis, Workload has been proven to have a significant and positive effect on employee job satisfaction. This is supported by the path coefficient value of 0.564, with a t-statistic of 4.768 (>1.96) and a p-value of 0.000 (<0.05). Therefore, hypothesis H1 is rejected.

Second Hypothesis, Training shows a positive but not significant effect on employee job satisfaction. This is evident from the path coefficient of 0.223, t-statistic of 1.520 (<1.96), and p-value of 0.129 (>0.05). Therefore, hypothesis H2 is rejected.

Third Hypothesis, Workload shows a negative effect on employee performance, but the effect is not significant. This is indicated by the path coefficient of -0.091, t-statistic of 0.585 (<1.96), and p-value of 0.559 (>0.05). Hence, hypothesis H3 is rejected.

Fourth Hypothesis, Training has a positive effect on employee performance; however, the effect is not significant. This is reflected in the path coefficient of 0.095, t-statistic of 0.704 (<1.96), and p-value of 0.481 (>0.05). Thus, hypothesis H4 is rejected.

Fifth Hypothesis, Job satisfaction has a significant and positive effect on employee performance, as evidenced by the path coefficient of 0.678, t-statistic of 4.716, and p-value of 0.000. Hence, hypothesis H5 is accepted.

Sixth Hypothesis, Workload is proven to have a positive and significant effect on employee performance through job satisfaction, with a path coefficient of 0.383, t-statistic of 3.304 (>1.96), and p-value of 0.001 (<0.05). Therefore, hypothesis H6 is rejected.

Seventh Hypothesis, Training has a positive but not significant effect on employee performance through job satisfaction. The obtained path coefficient is 0.151, with a t-statistic of 1.540 and a p-value of 0.124. Thus, hypothesis H7 is rejected.

Discussion

First, Hypothesis testing using the bootstrapping method produced a path coefficient value of 0.564, indicating that workload has a positive relationship with job satisfaction. This is supported by the t-statistic of 4.768 (>1.96) and the p-value of 0.000 (<0.05), indicating a significant effect. Therefore, the first hypothesis (H1) is rejected. This finding aligns with the research of Astuti et al. (2022), which shows that workload significantly and positively affects job satisfaction. It proves that the higher the workload, the higher the level of employee job satisfaction. This condition can occur in the wedding organizer industry, which demands high creativity and coordination, where challenges in the job can actually enhance motivation and a sense of achievement. Successfully handling events often receives appreciation from clients and the company, making employees feel valued and more satisfied with their work.

Second, Hypothesis testing using the bootstrapping method shows a path coefficient of 0.223, indicating that training has a positive relationship with job satisfaction. However, since the t-statistic value of 1.520 is less than the t-table value (1.96), and the p-value of 0.129 exceeds 0.05, the influence of training on job satisfaction is not significant. Therefore, the second hypothesis (H2) is rejected. This finding aligns with the study by Bunga et al. (2023), which found that training has a positive impact on job satisfaction, but not significant enough to demonstrate a strong statistical relationship. The result of this study confirms that although training may enhance job satisfaction, its influence is not particularly strong or noticeably felt by the employees. This may be due to several factors, including the frequency and quality of the training being suboptimal or not fully aligned with the employees' job needs. Additionally, in the wedding organizer industry, job satisfaction tends to be more influenced by other factors such as hands-on field experience, client appreciation, and financial incentives rather than formal training.

Third, Based on the results of hypothesis testing using the bootstrapping method, the path coefficient value of -0.091 indicates a negative relationship between workload and employee performance. The t-statistic value is 0.585, which is less than 1.96, and the p-value is 0.559, which is greater than 0.05—this means the relationship is not significant. Therefore, the third hypothesis (H3) rejected. This study is in line with the findings of Nisa et al. (2024), which state that workload has a negative but not significant relationship with employee performance. This finding suggests that although an increase in workload tends to reduce employee performance, its impact is not strong or statistically significant. This may be due to employees' ability to manage work pressure or the presence of a work system that enables them to remain productive even with an increased workload. In addition, other factors such as experience, team

support, and intrinsic motivation may help employees maintain their performance despite facing a high workload.

Fourth, In the hypothesis testing using the bootstrapping method, the path coefficient was found to be 0.095, indicating a positive relationship between training and employee performance. However, the t-statistic value of 0.704, which is below the critical value of 1.96, and a p-value of 0.481 (> 0.05), indicate that the training variable does not have a statistically significant effect on employee performance. Therefore, Hypothesis H4 is rejected. This finding is consistent with the study by Jazilah and Budiyanto (2024), which also found a positive but insignificant influence of training on employee performance. This suggests that although training may enhance employees' abilities and competencies, its impact on overall performance improvement is still not clearly visible or has yet to make a substantial impact. Factors such as work experience, intrinsic motivation, and the work environment may exert a more significant influence on employee performance. Furthermore, the insignificance of this effect may indicate that the effectiveness of the training programs needs to be re-evaluated, including their content, delivery methods, and relevance to the employees' actual job requirements.

Fifth, Hypothesis testing using the bootstrapping method yielded a path coefficient of 0.678, indicating a positive relationship between job satisfaction and employee performance. This is supported by a t-statistic value of 4.716, which exceeds the critical value of 1.96, and a p-value of 0.000, which is below 0.05. These results suggest that job satisfaction has a significant effect on employee performance, and thus, Hypothesis 5 (H5) is accepted. This finding aligns with the studies of Uma and Swasti (2024) and Putry and Hamsal (2024), which also concluded that job satisfaction positively and significantly influences employee performance. Employees who are satisfied with their work tend to demonstrate better performance. Motivation, loyalty, and commitment in carrying out tasks may increase when employees experience job satisfaction. Therefore, companies should continuously manage and improve job satisfaction in order to enhance employee performance and support overall productivity and organizational success.

Sixth, The results of the hypothesis test using the bootstrapping method revealed a specific indirect effect value of 0.383, indicating that workload positively affects employee performance through job satisfaction. This finding is supported by a t-statistic of 3.304, which is greater than the critical value of 1.96, and a p-value of 0.001, which is below 0.05, suggesting that the effect is statistically significant. However, since the direction of the influence does not align with the stated hypothesis, Hypothesis 6 (H6) is rejected. This finding is consistent with previous studies conducted by Putry and Hamsal (2024) and Febriyanto et al. (2023), which also demonstrated that workload has a positive and significant effect on employee performance through job satisfaction as a mediating variable. This implies that an increase in workload can enhance employee performance, provided it is effectively managed and supported by a sufficient level of job satisfaction. Job satisfaction functions as a reinforcing variable that strengthens the relationship between workload and performance. Employees who are satisfied with their work environment, reward systems, and the balance between workload and their capacity tend to exhibit higher work motivation and better productivity. These findings suggest that company management must ensure a fair and balanced distribution of workload, while also creating a positive work environment to foster job satisfaction and optimize performance.

Seventh, Based on the hypothesis testing results using the bootstrapping method, the specific indirect effect obtained was 0.151, indicating that training positively affects employee performance through job satisfaction. However, the t-statistic value of 1.540, which is less than the critical value of 1.96, and the p-value of 0.124, which is greater than 0.05, suggest that this effect is not statistically significant. Therefore, Hypothesis 7 (H7) is rejected. This finding is consistent with the studies of Salim et al. (2022) and Kartikawati et al. (2024), which also found that training has a positive but insignificant effect on employee performance, with job

satisfaction as a mediating variable. This suggests that while training may theoretically improve employee performance, its effect on the employees of Mazarzo Traditional Wedding Organizer is not strong enough or consistent enough to be considered significant. Several factors could explain this, such as the effectiveness of the training content, the delivery methods, or the lack of application of the skills learned in daily tasks. Furthermore, although job satisfaction plays a role in improving performance, the training provided might not directly lead to a significant increase in employee job satisfaction. Therefore, the company needs to reevaluate its training programs to ensure they are more relevant to employees needs and truly contribute to enhancing motivation and work productivity.

CONCLUSION

1. Workload has a significant and positive effect on the job satisfaction of employees at Mazarzo Traditional Wedding Organizer.
2. Training has a positive but insignificant effect on the job satisfaction of employees at Mazarzo Traditional Wedding Organizer.
3. Workload has a negative but insignificant effect on the employee performance at Mazarzo Traditional Wedding Organizer.
4. Training has a positive but insignificant effect on the employee performance at Mazarzo Traditional Wedding Organizer.
5. Job satisfaction has a significant and positive effect on employee performance at Mazarzo Traditional Wedding Organizer.
6. Workload has a significant and positive effect on employee performance through job satisfaction at Mazarzo Traditional Wedding Organizer.
7. Training has a positive but insignificant effect on employee performance through job satisfaction at Mazarzo Traditional Wedding Organizer.

The company needs to pay attention to the proportional distribution of workload to ensure that employees remain comfortable while working. The training programs that have been implemented should be evaluated and adjusted to meet the job requirements, in order to be more effective in improving employees' skills. Given the significant contribution of job satisfaction to the improvement of employee performance, the company should place more emphasis on creating a conducive work environment and recognizing employees' achievements through adequate incentives or facilities. The level of satisfaction experienced by employees plays a crucial role in helping them perform and approach their tasks optimally.

It is expected that the company can take strategic steps in improving employee performance, and future research can contribute more broadly to the field of human resource management.

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