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## The Influence of Work Conflict, Workload on the Productivity of New Refrez SPA Therapists Mediated by Job Satisfaction

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### Abstract:

The Spa industry has experienced significant growth in recent years. More and more people are realizing the importance of health care. Given that the target of the spa market is the middle to upper class, price is not a very important consideration but what is more sought after is the quality and comfort of the services provided. Therefore, the human resource factor (HR) in the spa company must be considered in order to create satisfaction in the minds of consumers. The purpose of this study was to analyze the effect of work conflict, workload on the work productivity of New Refrez Spa therapists mediated by job satisfaction. Data collection was carried out using a questionnaire. The number of samples used was 35 people using the saturated sampling method. The data analysis technique uses SEM-PLS. The results showed that work conflict, workload had a negative and significant effect on the work productivity of New Refrez Spa Therapists. Job satisfaction has a positive and significant effect on work productivity. Job satisfaction can partially mediate the effect of work conflict and workload on work productivity. The implication of the research is to increase productivity, through minimizing work conflicts, determining measurable workloads so as to achieve optimal job satisfaction and work productivity.

**Keywords:** Work Conflict, Workload, Job Satisfaction, Productivity, Spa.

### Introduction:

Productivity is one of the important factors in influencing the process of progress and decline of a company, meaning that increasing productivity means improving the welfare and quality of the company. Therefore, it is necessary to make a measurement in the company that aims to determine

the benchmark of productivity that has been achieved and is the basis of planning for future productivity improvements. Companies engaged in manufacturing or services will produce an output and the output is not necessarily meet customer satisfaction, both in terms of quantity, quality,

service and comparison between the results obtained with the sources that must be spent to produce the product or service. Increased output must be followed by the appropriate utilization of inputs to obtain large profits.

Seeing the importance of achieving optimal productivity for a company, it is important for a company to increase the productivity of its employees, if the company avoids work conflicts, pays attention to workload and job satisfaction, it will directly affect employee productivity at New Refrez Spa which is one of the companies in the field of services and body spa treatments in Denpasar. Based on preliminary observations of research at New Refrez spa, it is indicated that there are several problems that cause decreased employee productivity in the company. This can be seen from the results of the company's productivity report in 2019-2021 according to Table 1 below.

**Table 1: Target and Realization of New Refrez Spa Visitors 2019-2021**

| Year | Target (people) | Realization (people) |
|------|-----------------|----------------------|
| 2019 | 4000            | 3280                 |
| 2020 | 4000            | 2500                 |
| 2021 | 4000            | 2000                 |

Source: New Refrez Spa, 2022

Table 1.1 provides information about the target and realization of guest visits at New Refrez Spa during the period 2019 to 2022. Based on the table, it can be seen that the targets for three years, all of them have not reached the target. The target that has not been achieved indicates that employee productivity has not been maximized. This shows that employee productivity cannot be categorized as good because the visit target still cannot be realized.

The phenomenon of work conflict at New Refrez spa, namely sometimes therapists who have been booked claim each other with the therapist of choice of guests who come and suddenly change their minds when they arrive at New Refrez spa, less open management communication sometimes

makes therapists suspicious of each other, less proportional service slots sometimes for reasons of management policy cause unhealthy therapist competition. Therapists gossip with each other when superior therapists do not share customers. The following phenomena related to workload that occur at New Refrez spa are excessive workload felt by superior therapists when loyal customers come on the same day and must be served, therapist discomfort when dealing with unruly / underestimated consumer behavior towards the therapist profession, for therapists the work standards are too high not accompanied by training, so that guests complain to management because they feel dissatisfied. While the phenomenon of job satisfaction at New Refrez spa is that therapists are dissatisfied with the provision of leave by the company, therapists are dissatisfied with the marketing carried out by the company, the salary received is not satisfactory, the lack of supervision from supervisors, and the lack of coworker support because it leads to personal competition in luring guests who come.

Work productivity is thought to be influenced by work conflict and workload mediated by job satisfaction variables. The empirical study in this research is guided by previous studies conducted by Ambar (2019), Andriani (2021), Ariaani (2020), Arthini (2022), Choi (2018), Chirstin (2019), Ezeamama, I. G. (2019), Fathoni (2021), Fhadilla (2022), Garmendia, et.al (2021), Hadi (2021), Haslindah (2020), Hsb and Fitryanti (2020), Lestari (2019), Mihalca et. al (2021), Nadiaty, et al (2019), Nugroho (2021), Okolocha (2021), Pebriyanti (2022), Polopadang (2019), Prayoga (2021), Rahmatania (2021), Senyamator et.al (2019), Shobe (2018), Storey et.al (2019), Taskin (2021), Wakhyuni (2019), Wynn (2018), and Zuhesti (2020).

Based on this background, the research problems can be formulated as follows: (1) Does work conflict, workload affect the job satisfaction of New Refrez Spa therapists? (2) Does work conflict, workload, job satisfaction affect the work

productivity of New Refrez Spa therapists? (3) Can job satisfaction mediate the effect of work conflict, and workload on the work productivity of New Refrez Spa therapists?

Based on the formulation of the problem above, the objectives of this study can be identified as follows:

(1) To determine and analyze the effect of work conflict, workload on job satisfaction of New Refrez Spa therapists. (2) To determine and analyze the effect of work conflict, workload, job satisfaction on the work productivity of New Refrez Spa therapists. (3) To determine and analyze the role of job satisfaction in mediating the effect of work conflict, and workload on the work productivity of New Refrez Spa therapists.

## Literature Review and Hypothesis

### Goal Setting Theory

Referring to Locke's model (Arsanti, 2017), goal setting theory or goal setting theory has four mechanisms in motivating individuals to achieve performance. First, goal setting can direct individual attention to focus more on achieving these goals. Second, goals can help regulate the effort given by individuals to achieve goals. Third, the existence of goals can increase individual perseverance in achieving these goals. Fourth, goals help individuals to set strategies and take action as planned. Thus, goal setting can improve individual performance which in turn will increase work productivity.

### Work Productivity

According to Salvatore (2018) work productivity is the attitude and behavior of the workforce in the company against the rules and standards set by the company which has been manifested both in the form of behavior and actions in the organization or company. Private companies and in the scope of government will always try to improve the performance of their employees or workforce to produce productivity in accordance with the ideals of the company which always increases every time. The process of increasing work productivity will always be improved by the leadership so that the results of these achievements can be used as ladders

and corrections for achievement at the next level. According to Sinungan (2018) technically work productivity is a comparison between the results achieved (out put) with the overall resources required (input). Productivity implies a comparison between the results achieved and the role of labor per unit time. Productivity is also defined as the level of efficiency in producing goods. The most well-known measure of productivity relates to labor which can be calculated by dividing expenditure by the amount used or the number of hours worked by employees. According to Hasibuan (2020) work productivity indicators consist of the ability to carry out tasks, work enthusiasm, self-development, work discipline and work ethics.

### Job Satisfaction

Job satisfaction is an emotional attitude that is pleasant and loves his job (Hasibuan, 2019). Basically, job satisfaction is an individual thing. Each individual will have a different level of satisfaction according to the value system that applies to him. Usually people will feel satisfied with the work that has been or is being carried out, if what is done is considered to have met expectations, in accordance with the purpose of working. If someone desires something, it means that the person concerned has an expectation and is thus motivated to take action towards achieving that expectation. If these expectations are met, satisfaction will be felt. Job satisfaction shows the match between one's expectations that arise and the rewards provided by work, so job satisfaction is also closely related to theories of justice, psychological agreements and motivation (Robbins, 2018). Indicators of job satisfaction according to Puspitawati (2018), namely: (1) The work itself, which is the main source of satisfaction where the job provides interesting tasks, opportunities to learn, opportunities to accept responsibility and progress for employees; (2) Salary/ Wages, which is a multidimensional factor in job satisfaction. The amount of wages/money received by employees is an assessment for satisfaction, where this can be seen as something that is considered appropriate and

appropriate; (3) Supervision, which is the ability of supervisors to provide technical assistance and behavioral support; (4) Coworkers, namely cooperative coworkers are a source of job satisfaction.

### **Work Conflict**

According to Dessler, (2018) sees conflict as part of the process of human social interaction that opposes each other. This means that conflict is part of a social interaction process that occurs due to differences in physical, cultural emotions, and behavior. Siagian (2019) states that work conflict is a conflict between individuals, between groups and between organizations caused by differences in communication, goals and attitudes. A similar opinion was expressed by Sutrisno (2019) that work conflict is a conflict between one person and another or a mismatch of conditions felt by employees due to communication barriers, differences in goals and attitudes and dependence on work activities. Luthans (2018) defines work conflict as a condition where there is a mismatch between the values and goals to be achieved, both the values and goals that exist within oneself and in relationships with others. According to Handoko (2018) indicators of work conflict, namely (1) Communication: misunderstandings regarding sentences, language that is difficult to understand, or duplicate and incomplete information, as well as inconsistent individual manager styles; (2) Structure: power struggles between departments with conflicting interests or valuation systems, competition for limited resources, or the interdependence of two or more groups of work activities to achieve their goals; (3) Personal: the incompatibility of employees' personal social goals or values with the behaviors assigned to their positions, and differences in values or perceptions.

### **Workload**

Workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period of time. According to Munandar (2019), workload is the tasks given to

labor or employees to be completed at a certain time using the skills and potential of the workforce. According to Luthans (2018), suggests that workload is doing too much work compared to the time available or doing work that is too difficult for employees to do. According to Abdulan (2018) workload is something that arises between the demands of tasks, the work environment where it is used as a workplace, skills, behavior, and perceptions of workers. According to Muhammad, workload is a responsibility given by superiors and must be completed in accordance with the specified time in order to achieve goals. According to Munandar (2019) workload indicators are: targets to be achieved, work conditions, work standards.

### **Hypothesis**

Conflict is an interaction between individuals, groups or organizations that make opposing goals or meanings, and feel that others are potential disruptors to the achievement of their goals. The occurrence of a conflict is due to the manager's failure to get others to agree with authority, responsibility. Conflict will also lead to employee job dissatisfaction because employees feel uncertain comfort at work. The results of research by Christin (2019), Fhadilla (2022), Hadi Mulya, (2021) reveal that work conflict has a negative effect on employee job satisfaction. Based on the description above, the research hypothesis can be formulated as follows:

H1: Work conflict has a negative effect on job satisfaction

Workload can reduce a person's job satisfaction. In accordance with research conducted by Safitry (2019) shows that workload has a negative effect on job satisfaction, meaning that increased workload will cause a decrease in job satisfaction. Lower job satisfaction was found in higher workloads in research by Wijaya (2018), Herminingsih (2020), Malino (2020), Fitriantini (2019), and Sulistyowati (2018). Based on the description above, the research hypothesis can be formulated as follows:

H2: Workload negatively affects job satisfaction

Work conflict is a mismatch between two or more members or groups (in an organization/company) who have to share limited resources or work activities and/or the fact that they have different statuses, goals, values or perceptions. Prihatin (2019) who found that conflict makes an effective contribution to work productivity. The results of Paramita's research (2019) show that conflict has an impact on reducing productivity. Similar results were shown by Syafei (2020), Wibowo (2018), Adeyemi (2022), Akinsunmi (2021). These results strengthen the assertion of Rivai (2018) that conflict threatens the continuity of the company to increase work productivity. Based on the description above, the research hypothesis can be formulated as follows:

H3: Work conflict negatively affects employee productivity

Employees who work are not in accordance with their abilities so that employees are unable to complete the work given to them and are burdened, resulting in work stress both physically and psychologically from employees which has an impact on decreasing work productivity (Hasibuan, 2018). Increased workload can reduce employee work productivity as shown in the research of Nugroho (2021), Ariani (2020), Fathoni (2021), Hasibuan & Fitriyanti (2020) and Nadiaty (2019). Based on the description above, the research hypothesis can be formulated as follows:

H4: Workload has a negative effect on employee productivity.

Job satisfaction is one of the attitudes that employees have in carrying out their work cannot be separated from positive and negative attitudes because employees have thoughts, feelings and desires. The positive and negative attitudes shown by employees can influence the achievement of the company, one of which is to increase productivity (Sutrisno, 2019). Previous research Lestari (2019), Rahmatania, et al. (2021), Andika (2019), Iskandar (2018) and Nofriyanti (2019) showed that any increase in job satisfaction can increase employee productivity. Based on the description above, the research hypothesis can be formulated as follows:

H5: Job satisfaction has a positive effect on employee productivity.

Work conflict is a mismatch between two or more members or groups (in an organization/company) who must share limited resources or work activities and/or the fact that they have differences in status, goals, values or perceptions. Prihatin (2019) who found that conflict makes an effective contribution to work productivity. The results of Paramita's research (2019) show that conflict has an impact on reducing productivity. Similar results were shown by Syafei (2020), Wibowo (2018), Adeyemi (2022), Akinsunmi (2021). These results strengthen the assertion of Rivai (2018) that conflict threatens the continuity of the company to increase work productivity. Job satisfaction is one of the attitudes that employees have in carrying out their work cannot be separated from positive and negative attitudes because employees have thoughts, feelings and desires. The positive and negative attitudes shown by employees can influence the achievement of the company, one of which is to increase productivity (Sutrisno, 2019). Previous research Lestari (2019), Rahmatania, et al. (2021), Andika (2019), Iskandar (2018) and Nofriyanti (2019) showed that any increase in job satisfaction can increase employee productivity. Based on the description above, the research hypothesis can be formulated as follows:

H6: Job satisfaction can mediate the effect of work conflict on employee productivity.

Employees who work are not in accordance with their abilities so that employees are unable to complete the work given to them and are burdened, resulting in work stress both physically and psychologically from employees which has an impact on decreasing work productivity (Hasibuan, 2018). An increase in workload can reduce employee productivity, as shown in research by Nugroho (2021), Ariani (2020), Fathoni (2021), Hasibuan & Fitriyanti, F. (2020) and Nadiaty (2019). Job satisfaction is one of the attitudes that employees have in carrying out their work, inseparable from positive and negative attitudes

because employees have thoughts, feelings and desires. The positive and negative attitudes shown by employees can influence the achievement of the company, one of which is to increase productivity (Sutrisno, 2019). Previous research Lestari (2019), Rahmatania, et al. (2021), Andika (2019), Iskandar (2018) and Nofriyanti (2019) showed that any increase in job satisfaction can increase employee productivity. Based on the description above, the research hypothesis can be formulated as follows:

H7: Job satisfaction can mediate the effect of workload on employee productivity.

### Research Method:

The population in this study were 35 therapists. The sample in this study were all 35 therapists. The variables in this study: (1) Exogenous variables are work conflict (X1) and workload (X2); (2) Endogenous variables as dependent variables are productivity (Y2), endogenous variables as intervening variables are job satisfaction (Y1).

The types and sources of data used in this study consist of primary data and secondary data. The data collection techniques used in this research are interviews, and questionnaires. The scale to be used in this study is a Likert scale. Testing of research instruments is done by validity test and reliability test. The analysis technique uses descriptive analysis techniques intended to obtain an overview of the characteristics of research respondents from several aspects, such as: gender, education, age and tenure, which are presented in the form of frequency, percentage, and average (mean).

In PLS, the structural model of the relationship between latent variables is called the inner model, while the measurement model (reflexive or formative) is called the outer model. On the other hand, in SEM there is no clear distinction between the two, but there is a term overall model for the overall model, which is a combination of the structural model of the relationship between latent variables and the measurement model with CFA (confirmatory factor analysis). The steps in PLS analysis are as follows:

### 1. Development of a theory-based model or inner model

Concept and theory-based model development in order to analyze the relationship between exogenous and endogenous variables has been described in the conceptual framework.

### 2. Path diagram development

The theoretical model that has been built in the conceptual framework is then drawn in a flowchart that serves to show the relationship between exogenous and endogenous variables.

### Evaluation of Goodnes of Fit PLS Model

At this stage, the fit of the model will be tested through various goodness-of-fit criteria. Partial Least Square (PLS) does not assume any particular distribution for parameter estimation so parametric techniques for testing parameter significance are not required. The structural model or inner model is evaluated by looking at the percentage of variance explained, namely by looking at the R2 (R-square) of exogenous variables for the dependent latent variable using the Stone-Geisser Q Square test measure and looking at the magnitude of the structural path coefficient. The stability of these estimates is evaluated using the t-statistic test obtained through the bootstrapping procedure.

### Goodness of Fit - Research Instrument (Outer Model)

#### Evaluation of Goodness of Fit - Inner Model

It is measured using the R-square of the dependent latent variable with the same interpretation as regression. Q-Square predictive relevance for variable models that measure how well the observed values are generated by the model and its parameter estimates. A Q-Square value  $> 0$  indicates that the model has predictive relevance. Conversely, if the Q-Square value  $< 0$ , the model lacks predictive relevance. The Q-Square calculation is done by the formula:  $Q^2 = 1 - (1 - R1^2)(1 - R2^2) \dots (1 - Rp^2)$

### Hypothesis Testing (Bootstrapping Resampling)

Hypothesis testing is done with the bootstrapping

resampling method. This method allows the validity of distribution free data, does not require the assumption of normal distribution, and does not require a large sample (recommended minimum sample of 30). Testing is done with a t-test, if a p-value  $\leq 0.05$  (5% alpha) is obtained, it is concluded that it is significant, and vice versa. If the results of hypothesis testing on the outer model are significant, this indicates that the indicator is considered usable as a latent variable measuring instrument. When the test results on the inner model are significant, it can be interpreted that there is a meaningful influence of latent variables on other latent variables (Solihin and Ratmono, 2013).

### Analysis and Discussion

Based on the test results conducted using the SmartPLS 3.0 application, the research model image can be presented as follows:

#### Evaluation of the Measurement Model (Outer Model)

There are three criteria in using data analysis techniques with Smart PLS to assess the outer model, namely convergent validity, discriminant validity, and composite reliability.

1. Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between item scores or component scores estimated with Smart PLS software. An individual reflexive measure is said to be good if it correlates more than 0.70 with the variable being measured. In this study, a loading factor limit of 0.7 will be used. The processing results using PLS can be seen in Table 5.12. The outer

model value or the correlation between variables and variables has met convergent validity because it has a loading factor value above 0.50.

**Table 2: Outer Loading Results (Measurement Model)**

|       | BK    | KEP   | KON   | PRO   |
|-------|-------|-------|-------|-------|
| BK.1  | 0,965 |       |       |       |
| BK.2  | 0,880 |       |       |       |
| BK.3  | 0,949 |       |       |       |
| KEP.1 |       | 0,567 |       |       |
| KEP.2 |       | 0,780 |       |       |
| KEP.3 |       | 0,553 |       |       |
| KEP.4 |       | 0,575 |       |       |
| KON.1 |       |       | 0,839 |       |
| KON.2 |       |       | 0,800 |       |
| KON.3 |       |       | 0,830 |       |
| PRO.1 |       |       |       | 0,513 |
| PRO.2 |       |       |       | 0,649 |
| PRO.3 |       |       |       | 0,625 |
| PRO.4 |       |       |       | 0,557 |
| PRO.5 |       |       |       | 0,684 |

Based on Table 2 above, it shows that the measurement indicators of work conflict variables have an Outer Loading value greater than 0.5, which means valid. In the workload variable, it is known that the highest outer loading value is the communication indicator of 0.965.

The workload variable has an outer loading value above 0.5 which means it is valid. The target indicator with the highest outer loading value is 0.965. The job satisfaction variable has an outer loading value above 0.5, which means it is valid. The salary indicator has the highest outer loading value of 0.780. The work productivity variable has an outer loading value above 0.5, which means it is valid. The coworker indicator has the highest outer loading value of 0.649.

2. Discriminant validity, carried out to ensure that each concept of each latent variable is different from other variables. The model is said to have

good discriminant validity if each indicator loading value of a latent variable has a greater loading value than the loading value when

correlated with other latent variables. The results of discriminant validity testing in Table 5.3

**Table 3: Discriminant Validity**

| AVE            |       |              | Korelasi    |                |               |                |
|----------------|-------|--------------|-------------|----------------|---------------|----------------|
| Variabel       | AVE   | $\sqrt{AVE}$ | Beban Kerja | Kepuasan Kerja | Konflik Kerja | Produk-tivitas |
| Beban Kerja    | 0,869 | 0,932        | 0,932       |                |               |                |
| Kepuasan Kerja | 0,691 | 0,832        | -0,513      | 0,626          |               |                |
| Konflik Kerja  | 0,678 | 0,823        | -0,104      | -0,375         | 0,823         |                |
| Produktivitas  | 0,671 | 0,819        | -0,527      | 0,845          | -0,679        | 0,609          |

Table 3 can explain that the results of the four variables have an AVE value above 0.50 and all variables have an AVE root value higher than the correlation coefficient between variables and other variables so that it can be said that the data has good discriminant validity.

3. Composite Reliability, validity and reliability criteria can also be seen from the reliability value of a variable and the Average Variance Extracted (AVE) value of each variable. Variables are said to have good reliability if the composite reliability value is above 0.70 and the AVE is above 0.50. Table 5.15 presents the Composite Reliability value.

**Table 4: Composite Reliability**

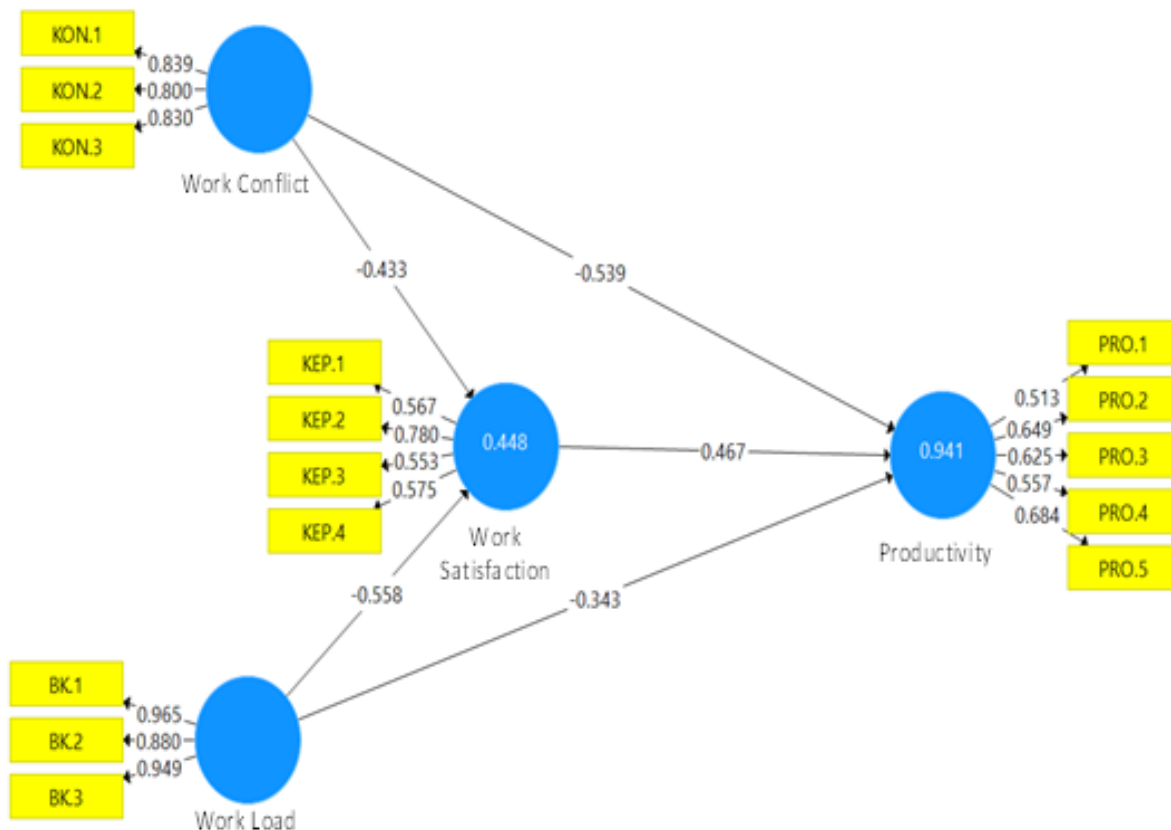
| Variabel       | Composite Reliability |
|----------------|-----------------------|
| Beban Kerja    | 0,952                 |
| Kepuasan Kerja | 0,716                 |
| Konflik Kerja  | 0,863                 |
| Produktivitas  | 0,745                 |

Table 4 informs that all variables meet the composite reliability because the value is above the recommended number, which is above 0.7 which already meets the reliability criteria. Based on the overall evaluation results, both convergent, discriminant validity, composite reliability, which have been described above, it can be concluded that the indicators as latent variable gauges are valid and reliable gauges.

**Testing the Structural Model (Inner Model)**

Testing the inner model or structural model is carried out to see the relationship between variables, the significance value and R-square of the research model. The structural model is evaluated using the R-square for the dependent variable t test and the significance of the structural path parameter coefficients. Changes in the R-square value can be used to assess the effect of certain exogenous latent variables on endogenous latent variables that have a substantive effect.





**Figure 1: Structural Model (Inner Model)**

Based on Figure 1, it can be explained that the covariance of indicator measurements is influenced by latent constructs or reflects variations from unidimensional constructs depicted by an ellipse shape with several arrows from constructs to indicators. This model hypothesizes that changes in latent constructs affect changes in indicators. In the model, there are two exogenous variables, namely work conflict and workload and two endogenous variables, namely job satisfaction and productivity. Model assessment with PLS begins by looking at the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the effect of certain exogenous latent variables on endogenous latent variables that have a substantive effect. The structural model is evaluated by looking at the Q2 predictive relevance of the model which measures how well the observed values are generated by the model. Q2 is based on the coefficient of determination of all dependent variables. The magnitude of Q2 has a value with a range of  $0 < Q2 < 1$ , the closer to the value of 1 means the better the model. Table 5.15 shows the results of the R-square estimation using Smart PLS.

**Table 5: R-Square Value**

| Variable          | R-Square |
|-------------------|----------|
| Work Satisfaction | 0.448    |
| Productivity      | 0.941    |

Table 5 shows the R-square value of the job satisfaction variable is 0.448 and the work productivity variable is 0.941. The better the R-square value, the greater the ability of the exogenous variables to be explained by the endogenous variables so that the better the structural equation.

Apart from using R-square, the goodness of fit of the model is also measured using Q-Square predictive relevance for structural models, measuring how well the observed values are generated by the model and also the parameter estimates. A Q-square value  $> 0$  indicates the model has predictive relevance; conversely, if the Q-Square value  $< 0$  indicates the model lacks predictive relevance. Q-Square calculation is done with the formula:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R1^2) (1 - R2^2) \\
 &= 1 - (1 - 0,448) (1 - 0,941) \\
 &= 1 - (0,109) (0,057) \\
 &= 1 - 0,032 \\
 &= 0,968
 \end{aligned}$$

The results of the calculation of Q Square Predictive Relevance (Q2) show a value of 0.968, which means that the model shows good observation, where 96.8% of the relationship between variables can be explained by the model, while the rest (3.2%) is an error factor or other factors that are not included in the research model. The inner model evaluation measured based on Q Square Predictive Relevance (Q2) and Goodness of Fit (GoF) above

shows that the model formed by the constructs has a very good model category.

**Structural Model Evaluation (Inner Model)**

Hypothesis testing is done with t-statistics by sorting for direct effect testing. In the following section, the results of direct effect testing are described successively.

1. Direct effect test

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the result for inner weight output. Table 6 provides the estimation output for testing the structural model.

**Table 6: Hypothesis Testing Results**

| Variable                           | Original Sample (O) | T Statistics ( O/STDEV ) | P Values |
|------------------------------------|---------------------|--------------------------|----------|
| Work Load -> Work Satisfaction     | -0.558              | 4.346                    | 0.000    |
| Work Load -> Productivity          | -0.343              | 3.688                    | 0.000    |
| Work Satisfaction -> Productivity  | 0.467               | 4.968                    | 0.000    |
| Work Conflict -> Work Satisfaction | -0.433              | 3.836                    | 0.000    |
| Work Conflict -> Productivity      | -0.539              | 5.140                    | 0.000    |

The results of testing the research hypothesis based on Table 5.17 are as follows:

a. Hypothesis Testing (H1)

Based on Table 6 above, it can be seen that the path coefficient value of work conflict has a negative and significant effect on productivity.

This result can be seen in the coefficient value of -0.539 with a t-statistics value of 5.140. The t-statistics value is above the value of 1.96 and the sig value <0.05. Based on this, hypothesis 1 is accepted.

b. Hypothesis testing 2: workload has a negative and significant effect on work productivity.

This result can be seen in the coefficient value of -0.343 with a t-statistics value of 3.688. The t-statistics value is above the value of 1.96 and the sig value <0.05. Based on this, hypothesis 2 is accepted.

c. Testing Hypothesis 3: work conflict has a negative and significant effect on job satisfaction

This result can be seen in the coefficient value of -0.433 with a t-statistics value of

3.836. The t-statistics value is above the critical value of 1.96 and the sig value <0.05. Based on this. hypothesis 3 is accepted

d. Hypothesis Testing 4: Workload has a negative and significant effect on job satisfaction.

This result can be seen in the coefficient value of -0.558 with a t-statistics value of 4.888. The t-statistics value is above the critical value of 1.96 and the sig value <0.05. Based on this. hypothesis 4 is accepted.

e. Hypothesis Testing 5: Job satisfaction has a positive and significant effect on work productivity

This result can be seen in the coefficient value of 0.467 with a t-statistics value of 4.968. The t-statistics value is above the value of 1.96 and the sig value <0.05. Based on this. hypothesis 5 is accepted.

Based on the test results conducted using the Smart PLS3.0 application. the following research model image can be presented:

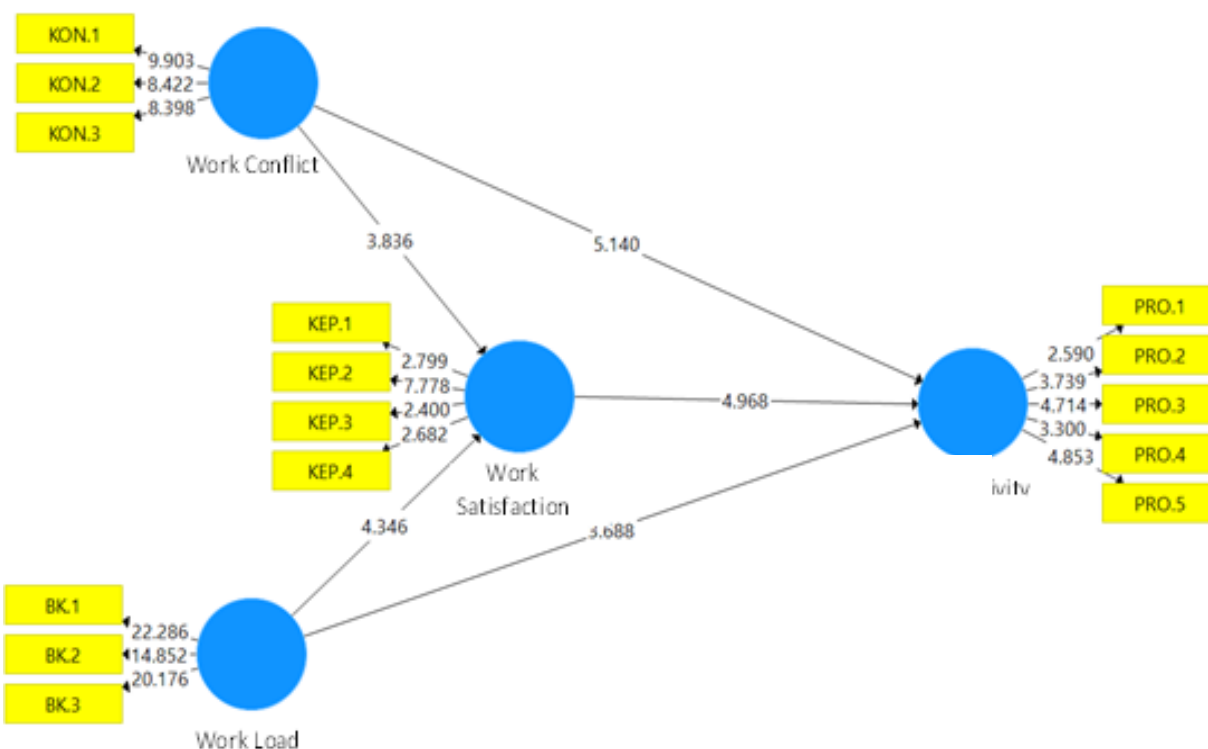


Figure 2: Full Model Structural (PLS Bootstrapping)

2. Testing indirect effects through mediating variables

Testing the significance of the mediating variable in the model can be examined from the results of the indirect effect test. From this test. the level of intervention of the mediating variable can be investigated. whether it is full mediation. partial mediation or not mediation. The test method for the mediating variable used is as follows (Hair. et al.. 2010):

- Examine the direct effect of the independent variable on the dependent variable in the model by involving the mediating variable.
- Examine the effect of the independent variable on the dependent variable in the model without involving the mediating variable.
- Checking the effect of the independent variable on the mediating variable.
- Examine the effect of the mediating variable

on the dependent variable.

Based on the results of the investigation of the four influences (a. b. c. and d). the level of intervention of the mediating variable can then be determined with the following stages of analysis:

- a. If the path coefficient  $c''$  from the second step estimation results remains significant and unchanged ( $c''=c$ ) then there is no mediation effect.
- b. If the path coefficient  $c''$  value drops ( $c''<c$ ) but remains significant. the form of mediation

is partial mediation.

- c. If the path coefficient  $c''$  decreases in value ( $c''<c$ ) and becomes insignificant. the form of mediation is full mediation.

In the following hypothesis testing. the mediating role of job satisfaction variables (Y1) between competence (X1) on employee performance (Y2) and the mediating role of job satisfaction variables (Y1) between work facilities (X2) on employee performance (Y2) will be examined. The hypothesis testing of indirect effects in this study can be presented in Table 7 as follows:

**Table 7: Recapitulation of Test Results for Mediating Variables of Job Satisfaction**

| No | Variable Relationship                              | Effect          |                 |                 |                | Desc.                    |
|----|--|-----------------|-----------------|-----------------|----------------|--------------------------|
|    |  | (A)             | (B)             | (C)             | (D)            |                          |
| 1  | Work Load -> Work Satisfaction -> Productivity     | -0.130<br>(sig) | -0.549<br>(sig) | -0.514<br>(sig) | 0.783<br>(sig) | <i>Partial Mediation</i> |
| 2  | Work Conflict -> Work Satisfaction -> Productivity | -0.416<br>(sig) | -0.690<br>(sig) | -0.380<br>(sig) | 0.688<br>(sig) | <i>Partial Mediation</i> |

The information obtained from Table 7 above is the result of testing the mediating variable which can be conveyed as follows:

- a. Job satisfaction is able to mediate significantly on the indirect effect of work conflict and work productivity. The results of the mediation check on the effects of A. C and D have a significant value and the indirect effect path coefficient obtained is - 0.260. The results of this study indicate that work conflict can affect work productivity through job satisfaction can be proven empirically. Based on these results. it can be interpreted. meaning that job satisfaction acts as a factor that can reduce the adverse effects of work conflict on productivity. it can further mean that a high level of job satisfaction can play an important role in increasing work productivity. Therapists who feel satisfied with their work. therapists

may be better able to cope with work conflict and stay focused on their tasks. Other information that can be conveyed is that the mediating effect of job satisfaction variables on the indirect effect of work conflict on work productivity is partial. This finding suggests that the job satisfaction variable is not a determinant of the effect of work conflict on work productivity (Partially Mediated).

- b. Job satisfaction (Y1) is able to mediate the indirect effect of workload on work productivity. The results of the mediation check on the effects of A. C and D have a significant value and the indirect effect path coefficient obtained is -0.202. The results of this study indicate that workload can affect work productivity through job satisfaction. has been proven empirically. Based on these results. it can be interpreted that a high level

of job satisfaction can help reduce the negative impact of workload on work productivity. When therapists are satisfied with their jobs, therapists may be better able to cope with and manage high workloads. Other information that can be conveyed, the mediating effect of job satisfaction variables on the indirect effect of workload on work productivity is partial mediation. This

finding suggests that the mediating variable of job satisfaction is not a key determinant of the effect on workload on work productivity.

In order to determine the overall effect for each relationship between the variables studied, a recapitulation of the direct effect, indirect effect and total effect can be presented in Table 8 below:

**Table 8: Calculation of Direct, Indirect and Total Effect**

| No | Variable Relationship              | Direct Effect | Indirect Effect | Total Effect |
|----|------------------------------------|---------------|-----------------|--------------|
| 1  | Work Load -> Work Satisfaction     | -0.558        | -               | -0.558       |
| 2  | Work Load -> Productivity          | -0.343        | -0.260          | -0.604       |
| 3  | Work Satisfaction -> Productivity  | 0.467         | -               | 0.467        |
| 4  | Work Conflict -> Work Satisfaction | -0.433        | -               | -0.433       |
| 5  | Work Conflict -> Productivity      | -0.539        | -0.202          | -0.741       |

Information obtained from Table 8, it can be seen that the path of work conflict to work productivity has the largest total effect, namely -0.741 compared to the path of workload to work productivity which only obtains a total effect of -0.604. This result suggests that the work productivity of New Refrez Spa therapists tends to be determined by work conflict.

**Discussion:**

Based on the results of the PLS analysis, this section will discuss the results of the calculations that have been carried out. This study aims to determine the effect of work conflict and workload on work productivity through job satisfaction. Testing is addressed through existing hypotheses so that it can find out how the influence of each variable on other variables.

1. The Effect of Work Conflict on Job Satisfaction

The results of statistical data analysis show that work conflict has a negative and significant effect on job satisfaction, so the analysis of this research

model shows that the higher the work conflict experienced by New Refrez Spa therapists will lead to low job satisfaction. Work conflict is a mismatch between two or more members or groups (within an organization/company) who must share limited resources or work activities and/or the fact that they have differences in status, goals, values or perceptions. When conflicts arise among spa therapists, such as disagreements in task assignments, differences of opinion, or personal disputes, the impact can be detrimental to a harmonious work atmosphere and negatively affect their productivity (Dessler, G. 2018). Work conflict can disrupt spa therapists' focus and concentration, reducing their ability to provide high quality care. In addition, conflict can create tension, anxiety, and stress, which can affect their performance in providing friendly and pleasant spa services. The results of this study are in line with Prihatin (2019) who found that conflict makes an effective contribution to work productivity. The results of Paramita's research (2019) show that conflict has an

impact on reducing productivity. Similar results were shown by Syafei (2020). Wibowo (2018). Adeyemi (2022). Akinsunmi (2021). These results strengthen the assertion of Rivai (2018) that conflict threatens the continuity of the company to increase work productivity.

## 2. The Effect of Job Conflict on Job Satisfaction

The results of statistical data analysis show that work conflict has a negative and significant effect on job satisfaction. So the analysis of this research model shows that the higher the work conflict experienced by New Refrez Spa therapists will lead to low job satisfaction. Conflict is an interaction between individuals, groups or organizations that make opposing goals or meanings, and feel that others are potential disruptors to the achievement of their goals. The occurrence of a conflict due to the manager's failure to get others to agree with authority, responsibility. Conflict will also lead to employee job dissatisfaction because employees feel uncertain comfort at work Hasibuan (2019). Based on data analysis, work conflict gets the highest weight with a loading factor value of 0.839. This shows that work conflict has a strong relationship with communication skills in the workplace. According to Herminingsih (2020), the importance of communication indicators in the context of work conflict can be explained through several factors. First, effective and open communication plays an important role in overcoming conflicts that arise in the workplace. When conflicts arise, the ability to communicate well can help ease tensions and build mutual understanding between the individuals involved. Poor or disrupted communication can exacerbate conflict and affect overall performance and working relationships. On the other hand, the research findings also show that the personal indicator has the highest mean value in respondents' perceptions. This suggests that individuals' personal aspects, such as values, attitudes and personality, also play an important role in work conflict. Individuals' perceptions and perceptions of situations and other people can influence their responses to emerging

conflicts. The results of this study are in line with Christin (2019). Fhadilla (2022). Hadi Mulya. (2021) revealed that work conflict has a negative effect on employee job satisfaction.

## 3. Effect of Workload on Productivity

The results of statistical data analysis show that workload has a positive and significant effect on productivity, so the analysis of this research model shows that the higher the workload experienced by New Refrez Spa therapists will lead to low work productivity. The work of a spa therapist involves intensive physical activity and high focus. They are responsible for delivering high quality treatments to each customer. However, when the workload becomes too heavy, this can result in decreased productivity (Abdallah et al., 2013). One of the impacts of excessive workload is physical fatigue. Therapists who have to perform various repetitive movements and hold rigid body positions for hours will feel tremendous fatigue. This can reduce their strength and endurance, which in turn will affect their job satisfaction. (Abdallah, B. Badr, LK. Hawawari, M. 2013). In addition, excessive workload can also lead to mental fatigue. Therapists are faced with high demands in providing impeccable care, remembering every detail and customer needs. They must also be able to deal with customers with cheerfulness and patience, regardless of any personal conditions they may be experiencing. When the workload becomes too heavy, therapists can feel overwhelmed and stressed, which can reduce their focus and concentration. As a result, their job satisfaction may decrease, and the services provided may not meet the expected standards (Abdallah et al., 2013). In the workload analysis, the target was found to be the indicator with the highest weight, 0.965. This suggests that targets are the most important indicator in determining workload in this spa. The implication is that targets should be the main focus of managers in organizing and paying attention to the workload assigned to therapists. In the context of spa services, targets can include various aspects such as the number of treatments to be performed in

a day, the time duration set for each treatment, or the sales of certain spa products. In this study, targets have been identified as key in determining how much work is expected of a spa therapist. The results of this study are in line with those conducted by Safitry (2019) showing that workload has a negative effect on job satisfaction, meaning that increased workload will cause a decrease in job satisfaction. Lower job satisfaction was found in higher workloads in research by Wijaya (2018), Herminingsih (2020), Malino (2020), Fitriantini (2019), and Sulistyowati (2018).

#### 4. Effect of Workload on Work Productivity

The results of statistical data analysis show that workload has a negative and significant effect on productivity, so the analysis of this research model shows that the higher the workload felt by New Refrez Spa therapists will lead to low work productivity. Employees who work are not in accordance with their abilities so that employees are unable to complete the work given to them and are burdened, resulting in work stress both physically and psychologically from employees which has an impact on decreasing work productivity (Hasibuan, 2018). According to Luthans (2018), when the workload exceeds the limits that can be borne by employees, the impact can damage efficiency and effectiveness in carrying out work tasks. Excessive workload can result in physical and mental fatigue, reduced concentration, increased stress levels, and reduced motivation at work. In the long run, this can have an impact on reducing productivity. Increased workload can reduce employee productivity. The results of this study are in line with Nugroho (2021), Ariani (2020), Fathoni (2021), Hsb. M. S., & Fitriyanti, F. (2020) and Nadiaty (2019) which reveal that workload has a negative effect on work productivity.

#### 5. Effect of Job Satisfaction on Work Productivity

The results of statistical data analysis show that job satisfaction has a positive and significant effect on productivity, so the analysis of this research model shows that the higher the job

satisfaction of New Refrez Spa therapists will lead to high work productivity. Job satisfaction is one of the attitudes that employees have in carrying out their work cannot be separated from positive and negative attitudes because employees have thoughts, feelings and desires. The positive and negative attitudes shown by employees can influence the achievement of the company, one of which is to increase productivity (Sutrisno, 2019). In the job satisfaction variable, it is known that the salary indicator shows the highest weight in the spa therapist job satisfaction variable. This can be interpreted that the salary factor is an important factor in shaping therapist job satisfaction. According to Moekijat, (2019) salary is an important aspect of the rewards and recognition given to employees for their contribution and performance. In the context of spa therapists, a salary that is adequate and in accordance with the responsibilities that therapists carry can be a key factor in influencing the level of therapist satisfaction at work. The results of this study are in line with Lestari, A. W. (2019), Rahmatania, et al. (2021), Andika (2019), Iskandar (2018) and Nofriyanti (2019) showing that any increase in job satisfaction can increase employee productivity.

#### 6. The Effect of Work Conflict on Productivity Through Job Satisfaction.

The results of this study indicate that work conflict can affect work productivity through job satisfaction can be proven empirically. Based on these results can be interpreted, meaning that job satisfaction acts as a factor that can reduce the adverse effects of work conflict on productivity, it can further mean that a high level of job satisfaction can play an important role in increasing work productivity. Therapists who are satisfied with their work, therapists may be better able to cope with work conflict and stay focused on their tasks. Other information that can be conveyed is that the mediating effect of job satisfaction variables on the indirect effect of

work conflict on work productivity is partial. This finding suggests that the job satisfaction variable is not a determinant of the effect of work conflict on work productivity (Partially Mediated). Work conflict is a mismatch between two or more members or groups (in an organization/ company) who have to share limited resources or work activities and / or the fact that they have different status, goals, values or perceptions. Prihatin (2019) who found that conflict makes an effective contribution to work productivity. The results of Paramita's research (2019) show that conflict has an impact on reducing productivity. Similar results were shown by Syafei (2020), Wibowo (2018), Adeyemi (2022), Akinsunmi (2021). These results strengthen the assertion of Rivai (2018) that conflict threatens the continuity of the company to increase work productivity. Job satisfaction is one of the attitudes that employees have in carrying out their work cannot be separated from positive and negative attitudes because employees have thoughts, feelings and desires. The positive and negative attitudes shown by employees can influence the achievement of the company, one of which is to increase productivity (Sutrisno, 2019). Research by Lestari (2019), Rahmatania, et al. (2021), Andika (2019), Iskandar (2018) and Nofriyanti (2019) shows that any increase in job satisfaction can increase employee productivity.

#### 7. Effect of Workload on Productivity through Job Satisfaction.

The results of this study indicate that workload can affect work productivity through job satisfaction. Based on these results, it can be interpreted that a high level of job satisfaction can help reduce the negative impact of workload on work productivity. When therapists are satisfied with their work, therapists may be better able to cope with and manage high workloads. . Other information that can be conveyed, the mediating effect of job satisfaction variables on the indirect effect

of workload on work productivity is partial mediation. This finding suggests that the mediating variable of job satisfaction is not a key determinant of the effect on workload on work productivity. Employees who work are not in accordance with their abilities so that employees are unable to complete the work given to them and are burdened, resulting in work stress both physically and psychologically from employees which has an impact on decreasing work productivity (Hasibuan, 2018). An increase in workload can reduce employee productivity, as shown in research by Nugroho (2021), Ariani (2020), Fathoni (2021), Hsb. M. S., & Fitriyanti, F. (2020) and Nadiaty (2019). Job satisfaction is one of the attitudes that employees have in carrying out their work, inseparable from positive and negative attitudes because employees have thoughts, feelings and desires. The positive and negative attitudes shown by employees can influence the achievement of the company, one of which is to increase productivity (Sutrisno, 2019). Previous research Lestari, A. W. (2019), Rahmatania, et al. (2021), Andika (2019), Iskandar (2018) and Nofriyanti (2019) show that any increase in job satisfaction can increase employee productivity.

#### Conclusion and Suggestion:

##### Conclusion:

Based on the discussion of the research results, it can be concluded that the effect of work conflict and workload on work productivity through job satisfaction at New Refrez Spa, as follows:

1. Work conflict has a negative and significant effect on therapist job satisfaction. This result means that the higher the work conflict the therapist feels, the more job satisfaction tends to decrease.
2. Workload has a negative and significant effect on therapist job satisfaction. This result means that the higher the workload the therapist feels, the more job satisfaction tends to decrease.
3. Work conflict has a negative and significant



effect on work productivity. This result means that the higher the work conflict the therapist feels. the lower the therapist's work productivity.

4. Workload has a negative and significant effect on work productivity. This result means that the higher the workload the therapist feels. the more work productivity tends to decrease.
5. Job satisfaction has a positive and significant effect on work productivity. This result means that the higher the job satisfaction. the higher the therapist's work productivity.
6. Job satisfaction is able to partially mediate the effect of work conflict on work productivity.
7. Job satisfaction is able to partially mediate the effect of workload on work productivity.

#### **Suggestion:**

1. Based on the results of the study. it shows that the path of work conflict is a variable that has the greatest total value. compared to workload on work productivity. therefore what needs to be considered by the manager of New Refrez Spa is the communicator and personal indicators. Managers need to identify and improve communication channels that are less effective. and promote open and clear communication between individuals and work teams. In addition. managers also need to consider the needs and personal characteristics of each individual to prevent and handle conflicts that may arise. By understanding and addressing work conflicts properly. organizations can create a healthy. productive and harmonious work environment. which will ultimately have a positive impact on work productivity and employee satisfaction.
2. In the workload variable. it is expected that the manager of New Refrez Spa will pay attention and manage the workload given to therapists wisely. In setting the schedule. it is necessary to consider sufficient rest time so that the therapist can recover and avoid fatigue. Managers also need to consider the individual needs of therapists.

3. In the job satisfaction variable that needs to be considered is the indicator of the job itself. efforts that can be made are by recognizing and appreciating the contributions of therapists on a regular basis can help increase job satisfaction. Awards can be in the form of verbal recognition. formal awards. or appropriate incentive programs.

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