



THE EFFECT OF WORK OVERLOAD AND WORK-FAMILY CONFLICT ON JOB SATISFACTION OF BARISTA EMPLOYEES IN TAsIKMALAYA CITY AND REGENCY

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Abstract. This research aims to analyze the effect of Work Overload and Work-Family Conflict on Job Satisfaction among barista employees in Tasikmalaya Regency and Tasikmalaya City. The study is motivated by the increasing workload and imbalance between work and family roles, which are presumed to decrease employees' job satisfaction in the food and beverage industry. A quantitative approach was employed using a survey method by distributing questionnaires to 70 respondents. The sampling technique applied was purposive sampling, while the data were analyzed using multiple linear regression assisted by SPSS version 26. The results of validity and reliability tests confirm that all variable indicators are valid and reliable. Furthermore, classical assumption tests, including normality, multicollinearity, heteroscedasticity, and linearity, indicate that the regression model meets the required criteria. However, the findings reveal that Work Overload and Work-Family Conflict do not have a significant effect on Job Satisfaction, either partially or simultaneously. This suggests that employees' job satisfaction is influenced by other factors beyond the scope of this research model.

Keyword: Work Overload; Work-Family Conflict; Job Satisfaction.

1. Introduction

Human resources are a company's primary asset, influencing business efficiency, effectiveness, and sustainability, particularly in managing added value and achieving organizational goals (Muttaqin & Hendra Saputro, 2023). According to data from the Central Statistics Agency, the workforce in Indonesia reached 142.18 million people, with the Accommodation & Food & Beverage and Trade sectors being the largest absorbers of labor, showing positive growth (BPS, 2024). The food and beverage (F&B) industry contributes significantly to GDP, with growth of 5.53% in the second quarter of 2024 (Kemenperin, 2024). The coffee shop industry experienced growth of more than 10% per year (Indonesian Coffee Association, 2023). Driven by the trend of hanging out and consuming coffee in big cities like Tasikmalaya. However, this growth poses challenges for HR management, particularly related to job satisfaction for barista employees who play a frontline role in interacting with consumers.

2. Literature Review & Hypotesis Development

2.1 Work-Overload

According to (Bas & Güney, 2022) Work overload is defined as the perception of too much workload compared to time and abilities, which can cause stress, fatigue, and decreased job satisfaction.

2.2 Work-Family Conflict

According to (Laiba et al., 2025) Work-Family Conflict arises when work and family demand conflict, affecting the balance of resources such as time and energy, thus negatively impacting Job Satisfaction and business sustainability.

2.3 Job Satisfaction

According to (Luthans, 2006) Job satisfaction is an important indicator of successful HR management, where indicators of job satisfaction include the work itself, pay, promotion opportunities, supervision, coworkers, and working conditions/environment.

2.4 Influence Between Variables

Research conducted by (Bas & Güney, 2022) found that work overload negatively impacts job satisfaction. Increasing workload intensity without adequate resources and time can lead to excessive stress. This is in line with research conducted by (Futry et al., 2025; Hussain et al., 2023), which also found a negative effect of work overload on job satisfaction. Excessive workloads increase job stress, which ultimately decreases job satisfaction. The intensity of this impact can be influenced by the cultural environment, industry, and organizational characteristics.

H₁: Work Overload has a significant negative effect on Job Satisfaction.

Work-family conflict is an interrole conflict in which the role pressures imposed by work and family responsibilities conflict (Ahmad & Rozana, 2022). Research (Huaman et al., 2023; Amastya & Emilisa, 2023) shows that work-family conflict negatively impacts job satisfaction. The impact of this role conflict can lead to stress, emotional exhaustion, and feelings of guilt among employees. However, a study (Kwadwo & Mansa, 2022) found the opposite result in the context of business managers in Ghana, where work-family conflict actually had a positive impact on job satisfaction.

H₂: Work-Family Conflict has a significant negative effect on Job Satisfaction.

Work overload occurs when the workload and tasks involved increase. Excessive workload (work overload) will make employees ineffective in carrying out their duties and can negatively impact their physical and mental health (Wirani & Made Wulan, 2024). Research conducted by (Alves et al., 2024; Souisa & Macpal, 2025; Farhiya et al., 2023). Furthermore, research conducted by (Utomo et al., 2025; Sousa et al., 2023; Khan, 2022). Research shows that work overload increases work-family conflict and indirectly decreases job satisfaction (Ganewatta & Hiroshima, 2023).

H₃: Work Overload and Work-Family Conflict has a significant negative effect on Job Satisfaction.

3. Research Methods

This study uses a quantitative approach with a causal associative research type. The data collection techniques used are observation, interviews, and questionnaires with a Likert scale of 1 to 5 points with categories including strongly disagree, disagree, neutral, agree and strongly agree. The identified population consists of barista employees in Tasikmalaya Regency and Tasikmalaya City. Because the research population is unknown, the sample size is calculated using the Cochran formula for an infinite

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population. With a confidence level of 90% ($Z = 1.65$), $p = 0.5$ and a margin of error of 10% ($d = 0.10$), the sample size is 68.06 and the researcher rounded it up to 70 respondents. After the data was collected, it was analyzed using multiple linear regression analysis methods with SPSS Version 26 calculation tools. The independent variables in this study are *Work Overload* (X_1) and *Work_Family Conflict* (X_2), while the dependent variable is *Job Satisfaction* (Y).

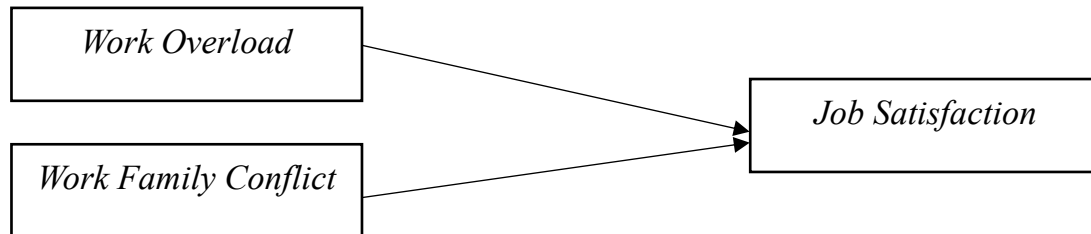


Fig 1. Research Method

4. Results And Discussion

4.1 Results of Respondent Characteristics

In this study, 31 respondents were male (44.3%) and 39 were female (55.7%). Respondents aged 16-20 years were 9 people (12.9%), 47 people (67.1%) were 21-25 years old, and 14 people (20%) were 26-30 years old. Based on length of service, respondents with a work period of less than 4-6 months were 14 people (15.9%), 38 people (53.6%) had worked for 6-12 months and the remaining 21 people (34.4%) had worked for more than 12 months. Based on marital status, 14 respondents were married (20%) and the remaining 56 respondents were unmarried (80%). Based on total working hours per day, 38 respondents with working hours of 6-8 hours were 53.6%, while 32 respondents with working hours of more than 8 hours were 46.4%.

4.2 Validity Test Results

A questionnaire is considered valid if the calculated r value is greater than the table r value (Ghozali, 2021). The validity test results showed that 25 questionnaires containing three variables were completed by 70 respondents in this study. The formula for table r is $df = N - 2$, so $70 - 2 = 68$, resulting in a table r value of 0.235. The validity calculation results showed that the calculated r value for the questionnaire items distributed to respondents (26 questionnaires) exceeded the table r value, thus all statements were declared valid.

Table 1. Validity Test Result

<i>Variabel</i>	<i>Item</i>	<i>r count (range)</i>	<i>r table</i>	<i>Description</i>
Work Overload (X_1)	1-8	0,482 - 0,530	0,235	Valid
Work-Family Conflict (X_2)	9-13	0,552 - 0,635	0,235	Valid
Job Satisfaction (Y)	14-26	0,496 - 0,520	0,235	Valid

Source: SPSS output (processed, 2025)

4.3 Reliability Test Results

Reliability testing aims to determine the reliability of a questionnaire through respondents' responses to it. A questionnaire is considered reliable if respondents'

responses to the variables in the questionnaire are stable over time with a Cronbach alpha value >0.70 (Ghozali, 2021). The results of the variable test obtained a Cronbach alpha value of 0.841 for variable X_1 , 0.812 for X_2 , and 0.889 for Y, indicating that the Cronbach alpha values for all variables were greater than 0.70, indicating that all variables were declared reliable.

Table 2. Reliability Test Results

Variabel	N of Items	Cronbach's Alpha	Description
Work Overload (X_1)	8	0,841	Reliable
Work-Family Conflict (X_2)	5	0,812	Reliable
Job Satisfaction (Y)	13	0,889	Reliable

Source: SPSS output (processed, 2025)

4.4 Classical Assumption Test Results

4.4.1 Normality Test Results

A normality test is performed to determine whether a regression model is normal or not. A regression model is considered suitable for statistical testing if it is normally distributed. The Kolmogorov-Smirnov test can be performed, with the stipulation that a regression model is normally distributed if its significance value is greater than 5% or 0.05 (Ghozali, 2021). The calculation results show an Asym.Sig (2-tailed) value of 0.55. These results indicate that the regression model in this study is normally distributed, as its significance value is greater than 0.05.

4.4.2 Multicollinearity Test Results

Multicollinearity testing is conducted to determine whether a regression model has a correlation between its independent and dependent variables. A good regression model is one that does not exhibit any symptoms of multicollinearity. If the Variance Inflation Factor (VIF) value is less than 10 with a tolerance value greater than 0.10, then there are no symptoms of multicollinearity in the regression model (Ghozali, 2021). The results of the multicollinearity test conducted in this study indicate that the VIF value is $1.187 < 10$, while the tolerance value is $0.842 > 0.10$. From these results, it can be concluded that the regression model in this study does not exhibit symptoms of multicollinearity.

4.4.3 Heteroscedasticity Test Results

The heteroscedasticity test aims to determine whether there is equality of variance between studies. Heteroscedasticity symptoms are determined using the Glacier Test. If the significance value is less than 0.05, the regression model is considered heteroscedastic (Ghozali, 2021). The Glacier Test yielded values of 0.869 for the Work Overload (X_1) variable and 0.893 for the Work-Family Conflict (X_2) variable, both of which are greater than 0.05. Based on these results, it can be concluded that the regression model in this study passed the heteroscedasticity test.

4.4.4 Linearity Test Results

The linearity test aims to determine whether there is a linear relationship between the independent and dependent variables. This test is conducted by examining the Significance Deviation from Linearity value between variables X and Y. A significance value greater than 0.05 indicates a linear relationship between the two variables, whereas

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a significance value less than 0.05 indicates a nonlinear relationship (Ghozali, 2021). Based on the results of the linearity test in this study, the Deviation from Linearity X1-Y significance value was 0.237 and the Deviation from Linearity X2-Y significance value was 0.578. This indicates that all independent variables in this study have a linear relationship with the dependent variable, thus meeting the basic assumptions of linear regression analysis.

4.4.5 Multiple Linear Regression Analysis Results

Table 3. Multiple Linear Regression Test Results

Variable	Determination (R ²) Adj. R Square	Coefficient B	T	Sig.	F	Sig.
(Constant)	,015	46,932	8,108	,000	,523	,595 ^b
Work Overload (X ₁)		,193	,958	,341		
Work-Family Conflict (X ₂)		-,129	-,710	,480		

Source: SPSS output (processed, 2025)

Table 1 shows the results of multiple linear regression tests with Job Satisfaction (Y) as the dependent variable and two independent variables, namely Work Overload (X₁) and Work-Family Conflict (X₂). From Table 1, the results of the multiple linear regression equation in this study are obtained, namely equation (1).

$$Y = 46.932 + 0.193 X_1 - 0.129 X_2 + e \dots \dots \dots (1)$$

In table 1 and equation 1, it can be seen that a is a constant that indicates that if the work-overload and work-family conflict variables are not included in the study, then Job Satisfaction still increases by 46.932%. The regression coefficient b₁ of 0.193 indicates that every one-unit increase in the Work Overload variable (X₁) will cause an increase in Job Satisfaction (Y) of 0.193, assuming other variables are constant. Meanwhile, the regression coefficient b₂ of -0.129 indicates that every one-unit increase in the Work-Family Conflict variable (X₂) will decrease Job Satisfaction (Y) by 0.129, assuming other variables are constant. The positive value of the constant coefficient (a) and the variable X₁ indicates a unidirectional relationship between Work Overload and Job Satisfaction, while the negative value of the coefficient X₂ indicates an inverse relationship between Work-Family Conflict and Job Satisfaction. Thus, it can be concluded that the higher the level of Work Overload which is still within reasonable limits can increase Job Satisfaction, while the higher the Work-Family Conflict will decrease Job Satisfaction among employees in the company.

4.4.6 Hypothesis Test Results

Based on the results of the multiple linear regression test in Table 1, the Work Overload (X₁) variable has a calculated t-value of 0.958 with a significance level of 0.341. This significance level is greater than $\alpha = 0.05$, thus concluding that Work Overload (X₁) does not significantly influence Job Satisfaction (Y). Furthermore, the Work-Family Conflict (X₂) variable has a calculated t-value of -0.710 with a significance level of 0.480, which is also greater than $\alpha = 0.05$. This indicates that Work-Family Conflict (X₂) does not significantly influence Job Satisfaction (Y). Thus, the partial test results indicate that neither Work Overload (X₁) nor Work-Family Conflict (X₂) individually have a significant influence on Job Satisfaction (Y).

Based on the results of the F test, the calculated F value was obtained at 0.523 with a significance value of 0.595. Because the significance value is greater than $\alpha = 0.05$, it can be concluded that Work Overload (X_1) and Work-Family Conflict (X_2) simultaneously do not have a significant effect on Job Satisfaction (Y). In other words, the regression model used in this study has not been able to significantly explain the variations that occur in Job Satisfaction (Y) based on the variables Work Overload (X_1) and Work-Family Conflict (X_2).

4.5 Coefficient of Determination (R^2) Test Result

The analysis results show a coefficient of determination value, indicated by the R-square, of 0.015, or 15%. Based on this value, it can be seen that the independent variables in this study, both Work Overload and Work-Family Conflict, can explain Job Satisfaction by 15%. While the remaining 85% (100%-15%) is explained by other variables not included in this linear regression model.

4.6 The Effect of Work Overload on Job Satisfaction

The results of the regression analysis show that the Work Overload variable (X_1) has a calculated t value of 0.958, smaller than the t table of 1.995 with a significance level of $0.341 > 0.05$. This indicates that Work Overload does not have a significant effect on Job Satisfaction for barista employees in the Tasikmalaya City/Regency area. Thus, the hypothesis stating that Work Overload has an effect on Job Satisfaction is rejected.

This finding indicates that the high workload faced by baristas does not directly reduce their level of job satisfaction. Based on the questionnaire results, most respondents were aged 21–25 years (67.1%), unmarried (80%), and had 6–8 daily working hours. These characteristics indicate that baristas are generally in a productive age range with low family responsibilities and strong physical capacity, making the fast and intense workload typical of barista work perceived as normal. In addition, the majority of respondents had a work tenure of 6–12 months, meaning that a high workload is often viewed as part of their learning and adjustment process in the profession.

The questionnaire findings also show that coworker relationships and work atmosphere received the highest job satisfaction scores. This demonstrates that a supportive and cohesive work environment plays a significant role in maintaining job satisfaction despite the high workload. The regression results support this, showing a positive but insignificant effect of Work Overload on Job Satisfaction, suggesting that social support and a comfortable work atmosphere help buffer the potential negative effects of workload.

These results are consistent with previous studies by Husain et al. (2023) and Bas & Güney (2022), which state that Work Overload does not necessarily reduce job satisfaction when supported by a positive work environment, recognition, and strong interpersonal relationships. In line with prior research, this study confirms that among baristas in Tasikmalaya, work environment factors and social support have a stronger influence on job satisfaction than the level of workload itself.

4.7 The Effect of Work-Family Conflict on Job Satisfaction

The t-test results show that the Work-Family Conflict variable (X_2) has a calculated t-value of -0.710, smaller than the t-table of 1.995, with a significance value of $0.480 > 0.05$. This indicates that work-family conflict does not significantly influence job

satisfaction. Therefore, the hypothesis stating a negative effect of Work-Family Conflict on Job Satisfaction is rejected

This means that the conflict between work demands and family roles does not directly reduce job satisfaction among barista employees in Tasikmalaya City/Regency. This can be explained by the fact that the majority of respondents, 80% are unmarried and belong to a young age group, specifically 21–25 years old. Individuals in this age range are generally in a productive stage of life and typically do not have significant family responsibilities. Therefore, role conflict between work and family is not highly dominant (Isa & Indrayati, 2023). Thus, the demographic characteristics of the respondents, particularly their productive age, unmarried status, and low family responsibilities, support the finding that Work-Family Conflict does not have a significant effect on Job Satisfaction.

These results align with research (Ineke & Netania, 2023), which found that work-family conflict does not always negatively impact job satisfaction, particularly among younger workers with high time flexibility and low levels of family commitment. Therefore, although work-family conflict is often cited as a factor in decreasing job satisfaction, in the context of this study, its influence was insignificant due to job characteristics and respondents' relative ability to manage work-life balance.

4.8 The Effect of Work Overload and Work-Family Conflict on Job Satisfaction

Based on the F-test results, the calculated F-value was $0.523 < F\text{-table } 3.314$, with a significance value of $0.595 > 0.05$. This indicates that the Work Overload and Work-Family Conflict variables together do not significantly influence Job Satisfaction. Furthermore, the R^2 value of 0.015 shows that these two variables explain only 15% of the variation in job satisfaction, while the remaining 85% is determined by other factors such as organizational support, work environment, or leadership style. Previous studies have emphasized that job satisfaction is strongly shaped by intrinsic and contextual factors, including work climate, supervisor support, coworker relationships, and recognition, rather than by workload or role conflict alone (Wati et al., 2024). These findings reinforce the view that, in the context of barista work, job satisfaction tends to rely more on internal motivators such as work enthusiasm, interpersonal relationships, and a positive work atmosphere than on external pressures like workload or family-role demands.

5. Conclusions and Recommendations

Based on the results of the research conducted on the effect of Work Overload and Work-Family Conflict on Job Satisfaction among barista employees in Tasikmalaya City/Regency, it can be concluded that these two independent variables do not significantly influence employee job satisfaction, either partially or simultaneously. The Work Overload variable has a positive but insignificant relationship with Job Satisfaction, indicating that a high workload does not necessarily reduce employee job satisfaction because they have adapted to a fast-paced and busy work rhythm. Meanwhile, the Work-Family Conflict variable has a negative but also insignificant relationship, indicating that work-family conflict is not yet a major factor influencing job satisfaction, especially since most respondents are young and have relatively light family responsibilities. Simultaneously, these two variables only explain 15% of the variation in Job Satisfaction, suggesting that employee job satisfaction is more influenced by other factors such as the

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work environment, support from colleagues and superiors, and recognition for performance.

Based on the research results, it is recommended for management to pay more attention to other aspects that can increase employee job satisfaction, such as creating a comfortable work environment, providing strong social support among coworkers, and strengthening the reward system for high-performing employees. Although work overload and work-family conflict do not have a significant effect, companies still need to maintain a balance in the workload to prevent excessive workload in the long term and provide work flexibility that allows employees to balance their personal and work lives. In addition, further research is expected to expand the independent variables by adding factors such as organizational support, leadership style, and work environment to obtain a more comprehensive picture of the factors that influence employee job satisfaction in the service industry.

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