

Analysis of Workload and Physical Work Environment in Increasing Employee Job Satisfaction in Convection RR83 Production

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Abstract

Human resources are the company's most valuable asset and must be considered for their welfare. Based on the results of an interview with one of the employees, dissatisfaction stems from two main factors. First, dissatisfaction with an unbalanced workload, especially when there is a surge in production demand. Second, the uncomfortable physical working environment conditions caused by the poorly organized layout of the production room, accompanied by limited room space. This study aims to determine the workload and physical work environment in increasing employee job satisfaction in RR83 Production convection. The research method uses a qualitative approach with the data collection methods used, namely observation, interviews, documentation, and literature research. The research population used social situations, in this study, namely the activities of RR83 Production convection employees. The sample used was purposive sampling, which is an employee of the tailoring section. The data collection instrument in this study is the researcher himself. Test the validity of the data using triangulation. The results of the study show that workload has an impact on increasing job satisfaction. In addition, the physical work environment also has an impact on increasing job satisfaction. Overall, workload and physical work environment have an impact on increasing job satisfaction.

INTRODUCTION

Human resources are the company's most valuable asset and must be considered for their welfare. Employees will feel comfortable and satisfied at work if their boss gives them the appropriate workload (Pratama & Kusumayadi, 2023). RR83 Production is a convection business that mass-produces clothes on order. The industry is faced with global competition pressures demanding high production targets with limited resources, resulting in excessive workload. In addition, the limited adoption of technology also has an impact on a less than optimal physical work environment. Thus, a high workload and a less than optimal physical work environment are two factors that can affect job satisfaction.

According to Romi et al., (2021) employee job satisfaction is a person's feelings, actions, and attitudes when doing work within the organization. Low satisfaction in the long term can have an impact on loyalty, decrease company revenue, and threaten the company's sustainability in the future (Wibowo et al., 2020). Based on the results of a pre-survey interview with one of the employees, dissatisfaction comes from two main factors. First, dissatisfaction with an unbalanced workload, especially when there is a surge in production demand. Second, the uncomfortable physical working environment caused by the layout of the production room that is not well organized, accompanied by the limited space area. This encourages employees to consider looking for another job.

Workload is an important factor that can directly affect employee job satisfaction. Workloads, both too heavy and too light, can both cause various negative impacts, ranging from

stress, fatigue, decreased motivation and decreased company performance (Taufan et al., 2024; Martha et al., 2025). Based on the results of pre-survey interviews, the workload is relatively high and fluctuating, where the tailor, the main task is to sew according to the design, but the reality in the field is different, the employee is often asked to do the task of cutting fabric. In addition, the intensity and volume of work that continues to increase causes physical fatigue and mental stress and ultimately encourages employees to extend working hours until 03.00 in the morning occurs repeatedly for weeks. The high demands of work faced by employees can cause burnout syndrome, extreme fatigue, and decreased confidence in carrying out tasks (Romi et al., 2022).

The physical work environment is also one of the factors that plays an important role in determining the quality of work in which the workforce works. A comfortable, safe, and supported work environment with adequate facilities can encourage employees to work optimally so that job satisfaction increases (Abdurahman & Mulyana, 2021).



Figure 1. Finished Goods Warehouse



Figure 2. Thread Storage Bins



Figure 3. Sewing Machine Area



Figure 4. Works Machinery Area

Based on the results of observations and interviews with convection owners, as well as one of the convection employees, in Figure 1 the arrangement of the finished goods warehouse is not optimal due to the limited storage space facilities and the status of the business place that is still in the form of rented, so that an overhaul for the addition of shelves or more regular storage places has not been carried out. As a result, finished goods are often stored irregularly, piling up in several corners of the room, making the process of sorting, picking and checking stock much more time-consuming. Figure 2 of the yarn storage area is also still poorly organized, looks messy and inefficient due to limited space, as well as the lack of discipline of employees in maintaining neatness and returning goods to their original places. Figure 3 of the work area looks narrow with several sewing machines placed close together, so that the distance between the sewing machine tables is very limited and does not meet the standards of comfort and safety of the work. Figure 4 The overflow machine area is also poorly organized and does not meet hygiene standards. The plastic bags and materials under the table indicate the absence of an organized storage system. The cables around the machine also look untidy.

Excessive workload can negatively affect employee job satisfaction. It is based on the Job Demands-Resources (JD-R) Model of Burnout by (Demerouti et al., 2001) high job demands

drain physical and psychological energy, trigger burnout, encourage employees to disconnect from their jobs and ultimately decrease job satisfaction, in line with the findings (Mandjar & Turangan, 2023). In addition to the workload, the physical work environment also plays an important role. According to Environmental Stress Theory by (Evans & Cohen, 2004) inadequate physical work environments such as noise, uncomfortable temperatures, and room density can decrease motivation and job satisfaction. In line with the findings (Saefullah & Basrowi, 2022).

The qualitative approach in this study allows researchers to examine in depth subjective factors that are difficult to quantitatively measure, including how these factors affect each other and impact overall job satisfaction, resulting in a deeper and contextual understanding. Therefore, the context of the convection industry in Indonesia is still relatively minimally discussed in academic studies, especially those that combine workload and physical work environment simultaneously with a qualitative approach. This study aims to determine the workload and physical work environment in increasing employee job satisfaction in RR83 Production convection.

METHODS

The research method used in this study uses a qualitative approach. This approach aims to present data in accordance with the reality of the analysis of workload and physical work environment in increasing employee job satisfaction at RR83 Production convection. The data collection technique in this study uses primary and secondary sources through observation techniques, interviews, documentation, and literature research. Qualitative research does not use population, but rather uses the term social situation which consists of three elements, namely place, actor, and activity (Sugiyono, 2013:215). The social situation in this study is the activities of RR83 Production convection employees. The sample used is purposive sampling, which is an employee of the tailor section at RR83 Production's convection, the tailor was chosen because he was directly involved in the production process. The data collection instrument in this study is the researcher himself. Data analysis techniques by reducing data, presenting data, drawing conclusions/verification. The validity of the data in this study was tested using triangulation consisting of source triangulation, technique triangulation, and time triangulation.

RESULTS AND DISCUSSION

WORKLOAD

Working Conditions

Table 1. Analysis of Interview Results Regarding Working Conditions

Indicator	Key Findings	Quotes from Resource Persons	Interpretation
Complexity of production tasks	All informants stated that sewing work was difficult at the beginning of the working period, but it became easy after getting used to it. The main difficulty lies in techniques that require high precision, such as	<i>"The first time it was difficult, but after a long time it wasn't"</i> (Tailor 1) <i>"The hardest part in my opinion is to put on the neck of the shirt because it has to be flat"</i> (Tailor 3)	The complexity of this task is temporary and can be overcome through a learning process, where technical difficulties only arise on certain types of stitches that require high precision, so special

	attaching a shirt neck that must be flat.		training is required on those technical points.
Repetitive work activities	All informants admitted to being bored due to repetitive work, but each had a different adjustment strategy, some left it alone, looking for entertainment while on vacation, working while watching, or walking out for a while.	<i>"Boredom must be there, yes if you are bored, keep working"</i> (Tailor 1) <i>"When I feel bored or tired, I usually step outside for a bit to take a walk or rest until my mind feels a little clearer"</i> (Tailor 4)	Work burnout is a common psychological impact, and the various adjustment strategies carried out by each individual show that there is no standard policy from the owner to manage work burnout in a structured manner.

Source: Interview Data Processing Results (2026)

Usage of Working Time

Table 1. Analysis of Interview Results Regarding the Use of Work Time

Indicator	Key Findings	Quotes from Resource Persons	Interpretation
Sufficiency of production lead time	Employees put the most urgent work first. The main factors for delays are technical problems due to stalled or damaged machines and jumping thread needles.	<i>"The most often it takes a long time is that the machine is stuck or damaged"</i> (Tailor 2)	Technical problems with the machine are the main factors that hinder the efficiency of working time. This shows the importance of regular machine maintenance to maintain a smooth production process.
Availability of sufficient rest time	All informants stated that the rest time provided was sufficient to rest, eat, and sleep briefly when the physical condition was tired.	<i>"One hour of rest time is enough. If I'm the most tired, I usually lie down or play on my phone."</i> (Tailor 2)	The duration of rest time given by the owner has met the needs of the employee's physical condition, so it is not the main source of the perceived workload.
Overtime work intensity	Overtime consistently causes physical fatigue, but informants respond differently, some are motivated by additional wages, but some are aware of the decrease in the quality of stitches when overtime lasts too long.	<i>"The body becomes sore and tired, but it doesn't think too much. If overtime means an increase in wages, so keep your spirits up"</i> (Tailor 3) <i>"If until 11 pm, the body has started to ache and the results of the work can be not good, for example, the stitches become tight or hollow and the boss has a lot of complaints"</i> (Tailor 4)	Overtime has 2 impacts, as a financial motivation as well as a risk to the quality of work and physical condition of employees, so a reasonable limit of overtime hours is needed to maintain optimal productivity.

Source: Interview Data Processing Results (2026)

Targets to Be Achieved

Table 2. Analysis of Interview Results Regarding Targets to Be Achieved

Indicator	Key Findings	Quotes from Resource Persons	Interpretation
Alignment of targets with production capacity	The production target is considered reasonable and achievable. As the target increases, the work atmosphere changes from a relaxed and communicative atmosphere to a more individually focused one.	<i>"So it's chaotic and more focused on each one. On weekdays, you can still relax and chat, but if there are many targets, each one focuses on his own work"</i> (Tailor 3)	The increase in production targets has affected the social interaction patterns of employees, and this indicates increased psychological pressure even though the target is still achievable.
Target compatibility with available resources	Internal labor is reported to be insufficient at a time when order volume is high, so some of the work is transferred to the macro side. Delays in the arrival of raw materials are also a recurring operational obstacle.	<i>"It's not enough, from the sewing inside, there is no one strong to accommodate all, so if you are swinging, there must be something to be added to the outside"</i> (Tailor 1) <i>"Judging from the previous conditions, the average day that enters the convection is 1,000, now the maximum per bead of production is around 600"</i> (Owner)	Limited internal labor capacity is a structural condition that has been systematically anticipated by the owner through the macro system, and not just a temporary shortage.

Source: Interview Data Processing Results (2026)

PHYSICAL WORK ENVIRONMENT

Lighting

Table 3. Analysis of Interview Results Regarding Lighting

Indicator	Key Findings	Quotes from Resource Persons	Interpretation
Adequate light intensity in the production area	All informants and owners considered the lighting to be adequate, because each sewing machine was equipped with its own lamp and supported by sunlight during the day. One informant stated that a light that is too bright can dazzle the eyes.	<i>"The lighting is still very sufficient because each machine has its own lights"</i> (Penjahit 1) <i>"In my opinion, when it comes to light, there is light coming in during the day, and there are fluorescent lights as well"</i> (Owner)	The provision of lights in each unit of the machine individually is an effective lighting solution and is considered satisfactory by both employees and owners with the combination of sunlight and fluorescent lights making lighting less dependent on one source.
Evenness of light distribution in the production	Three informants assessed that the lighting was evenly distributed throughout the room.	<i>"It's not completely even, there are certain angles that are less exposed to light, but overall it's still enough to"</i>	The distribution of light is good, but the work area in the corner of the room or near the warehouse

area	One informant who worked in the area near the warehouse stated that there was a certain corner that was poorly lit.	<i>work</i> " (Tailor 4)	has the potential to lack lighting, so it is necessary to add light points in that specific location.
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Source: Interview Data Processing Results (2026)

Temperature and Air Circulation

Table 4. Analysis of Interview Results Regarding Temperature and Air Circulation

Indicator	Key Findings	Quotes from Resource Persons	Interpretation
Comfort of production room temperature	The temperature of the room is affected by the weather conditions outside and working hours, where all employees consistently feel hot and hot during the day, while at night they are felt cooler. This perception contrasts with the owner's opinion that the room temperature is comfortable.	<i>"During the day it often feels so hot that I often don't wear clothes because it's hot"</i> (Tailor 4) <i>"I think the temperature has been comfortable so far"</i> (Owner)	There is a difference in perception between employees and owners regarding temperature comfort, employees consistently complain about hot conditions during the day, while owners consider it comfortable.
Smooth indoor air circulation	All informants, including the owner, consistently stated that the air circulation in the room was inadequate and felt stuffy, especially due to the dust left over from the fabric and thread and the lack of air supply from outside.	<i>"Stingy because it blows from the sewing machine too, sometimes from the dust of the rest of the fabric or thread"</i> (Tailor 1) <i>"Actually, the good thing is that there is a suction machine, so it's not a fan, because the place is still under contract so it can't be installed"</i> (Owner)	Poor air circulation has been realized by all parties, including the owners. The owner had identified a technical solution (vacuum cleaner), but was hampered by the status of the building contract that limited investment in permanent installations.
Availability of temperature control or ventilation devices (fan, etc.)	There is no fan because there is a risk of blowing dust and fabric. Available ventilation only comes from doors and windows	<i>"If there is only ordinary ventilation here, only from doors and windows. If you use a fan, there is no one because it is not possible"</i> (Tailor 1)	The unavailability of fan is based on safety considerations related to the risk of flammable and breathing dust, and not just the limitations of facilities, but also the inconvenience that employees must tolerate.

Source: Interview Data Processing Results (2026)

Noise**Table 5.** Analysis of Interview Results Regarding Noise

Indicator	Key Findings	Quotes from Resource Persons	Interpretation
Noise level of production machines	Machine noise is generally tolerable because employees are used to it, and it has been reduced after some of the machines are replaced with servo types. The owner also stated that the noise did not disturb the surrounding environment.	"Now it is not too noisy because the machine has been replaced with a servo on the initiative of the superiors. In the past, before it was replaced, it was very noisy and annoying" (Tailor 4) "In my opinion, the noise is not too noisy, it is still understandable, and also so far the neighbors have not complained" (Owner)	Psychological adaptation to noise occurs throughout employees, but the replacement of servo machines shows that technical interventions have a real impact in lowering noise levels, which go beyond mere individual adaptations, with the noise level still within the limits tolerated by the surrounding environment.
Noise interference with communication between employees	Machine noise is quite disruptive to verbal communication between employees, especially when the entire machine is operating, and is overcome with a strategy of physically approaching or re-clarifying the message conveyed.	"If I call out to them, they often don't hear me or don't answer, so I have to go right up to them or speak louder" (Tailor 3)	Noise hinders instant communication, but employees have developed adaptive communication strategies that are effective enough that they do not develop into serious misunderstandings.

Source: Interview Data Processing Results (2026)

Layout and Decoration**Table 6.** Analysis of Interview Results Regarding Layout and Decoration

Indicator	Key Findings	Quotes from Resource Persons	Interpretation
Regularity of machine placement and work area	Some informants argued that the placement of the machine was still messy, but all parties, including the owners, agreed that the root of the problem lay in the imperfect shape of the building (twisted), not negligence in the arrangement.	"It's quite messy, not neatly arranged because the shape of the room is not boxy, there are rooms and turns, so the machine follows the shape of the room" (Tailor 3) "If it is in a room that is currently not possible to be rearranged, I have a new plan so that it can be rearranged" (Owner)	Spatial irregularities are structural limitations of the building that have been realized by the owner and have planned a long-term solution in the form of relocation or renovation.

Adequate Movement space availability	The movement space is considered adequate under normal working conditions, but it becomes narrow when materials or production products accumulate at times of high order.	<i>"If it's not too crowded, it's still safe. But if there is more work and materials piling up, it can be narrow"</i> (Tailor 1)	The availability of movement space is conditional, influenced by the amount of production, indicating the limitations of the work area that has not been designed to accommodate maximum production capacity consistently.
Neatness of storage of raw materials and production results	The storage of materials, especially yarns, is still not tidy, which has an impact on time inefficiency and waste due to the repurchase of goods that are actually available but not found.	<i>"Threads are often messy, if they are messy, it is difficult to find them and make emotions, it really hinders work"</i> (Tailor 4)	The untidiness of raw material storage is a source of real operational inefficiency, both in terms of wasted time and waste of costs due to the repurchase of goods that are actually available.

Source: Interview Data Processing Results (2026)

Hygiene and Safety

Table 7. Analysis of Interview Results Regarding Hygiene and Safety

Indicator	Key Findings	Quotes from Resource Persons	Interpretation
Cleanliness of floor areas and work areas	All informants stated that daily hygiene conditions were poor, although the owners stated that they had implemented weekly hygiene pickets, pointing to a gap between policy and implementation on the ground.	<i>"It's not clean, but it's often cleaned once a week. I should have finished sewing and cleaned it up, but sometimes I don't have time"</i> (Tailor 1) <i>"There is actually, the machines are always cleaned with each other, there is always a picket together every Saturday until it is clean"</i> (Owner)	There is a gap between the cleanliness policy that has been set by the owner and the implementation in the field.
Production waste management (fabric and yarn waste)	Waste management is quite consistent, that is, the rest of the fabric and yarn are collected first, then taken by a third party periodically.	<i>"The rest of the fabric is collected by each one and then put into plastic, later someone will take it once a day"</i> (Tailor 4)	Waste management has taken place with a standardized pattern among employees, although it has not been detailed in the form of written SOPs.
Engine operational safety	The operational safety of the machine is well assessed by all informants. Minor incidents have occurred	<i>"So far it's safe, there's rarely been a problem. But if someone smokes, it's a little dangerous because a lot of thread dust can be burned,</i>	The owner has shown proactive awareness of occupational safety, in particular the risk of fire due to fabric and thread

but have not been fatal, and the owner has provided fire extinguishers to mitigate fire risk.	<i>but here there is a fire extinguisher" (Tailor 1)</i>	dust, through the provision of fire extinguishers and the affixing of marking symbols to the machine.
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Source: Interview Data Processing Results (2026)

JOB SATISFACTION

The Work Itself

Table 8. Analysis of Interview Results Regarding the Work Itself

Indicator	Key Findings	Kutipan Narasumber	Interpretation
A sense of accomplishment or satisfaction with the results of work	Three informants felt satisfied and proud when the target was achieved, while one informant behaved ordinarily. The owner confirms employee satisfaction through an annual evaluation mechanism involving a third party.	<i>"I feel normal, there is no feeling of happiness or anything, I don't need validation from my boss because I have completed my order" (Tailor 1)</i>	The sense of achievement is individual and influenced by each person's personality. Owners have the awareness to monitor job satisfaction periodically through annual evaluations involving third parties, as a monitoring effort.
Freedom of work	All informants felt a high freedom of work with a family style. The owner confirmed the existence of a QC system at the packing stage that can track seam errors to the perpetrator, so that freedom is still balanced by official standards.	<i>"Here it is comfortable so you are free to manage yourself. But if you are too free without supervision, the results can be not good. There is still a check or steam after sewing so that the quality is maintained" (Tailor 2)</i>	Freedom of work is a source of psychological comfort for employees, but the owner has anticipated the risk of quality degradation through an integrated QC mechanism at the packing stage, in a more systematic manner.
Opportunities to learn	The skill learning process takes place informally through observation and hands-on practice, assisted by colleagues or seniors, with new employees starting from the packing section before progressing to sewing machines according to their interests that are directly monitored.	<i>"I used to be taught by the seniors, I learned early on the overdeck part, kept moving the engine until I could" (Tailor 3)</i>	Employee skill development is entirely based on <i>on-the-job learning</i> and <i>mentoring</i> mechanisms between colleagues. The owner explained that the scale of small businesses actually allows monitoring the interests and potential of employees personally.

Source: Interview Data Processing Results (2026)

Salary/Wages

Table 9. Analysis of Interview Results Regarding Salary/Wages

Indicator	Key Findings	Quotes from Resource Persons	Interpretation
Suitability of wages to workload	Three employees assessed that the wages were sufficient and according to the wage system following the results of the number of stitches. One employee sometimes feels inadequate. The owner stated that the wage had been adjusted to market standards and UMR.	" <i>Sometimes I don't necessarily know, sometimes it's enough, sometimes it's not enough, so yes it also depends on the results that are done.</i> " (Tailor 4)	The wholesale wage system in general provides a sense of fairness for employees because wages are proportional to productivity.
Timeliness of wage payment	All informants stated that wage payments were always on time according to the promised schedule without ever experiencing delays	" <i>Always on time, sometimes even paid early. The boss is never late</i> " (Tailor 1)	The timeliness of wage payment is the strongest and most consistent aspect of job satisfaction, reflecting the commitment and credibility of the employer in fulfilling the financial rights of employees.
Giving incentives or bonuses	Religious bonuses (Eid) in the form of basic necessities and cash are consistently given and appreciated by all employees as a form of additional motivation. The owner revealed that there is an additional reward system based on recording weekly work results.	" <i>There is a bonus for Eid in the form of basic necessities and cash, and it is a motivation to complete the work on time</i> " (Tailor 2)	In addition to seasonal bonuses that employees perceive as the main form of reward, owners also implement a more individualized and sustainable weekly performance-based reward system.

Source: Interview Data Processing Results (2026)

Supervision

Table 10. Analysis of Interview Results Regarding Supervision

Indicator	Key Findings	Quotes from Resource Persons	Interpretation
Clarity of instructions given by supervisors	Directions are judged to be clear because they are supported by written notes on each material or garment, but clarity sometimes decreases in new or	" <i>Usually the instructions from the boss through one of the employees first, sometimes something is not clear, especially if there is a special model suddenly</i> " (Tailor 3)	A system of instruction based on written notes on each shirt is an effective method of work communication.

	sudden models.		
Openness and two-way communication	The quality of communication with superiors tends to be more open to employees who have a close relationship with the owner.	"Because I <i>am still part of the family, communication is more relaxed and open</i> " (Tailor 1)	Personal closeness to the owner is a determining factor in the quality of two-way communication.

Source: Interview Data Processing Results (2026)

Co-Workers

Table 11. Analysis of Interview Results Regarding Coworkers

Indicator	Key Findings	Quotes from Resource Persons	Interpretation
Harmony of relationships between colleagues	Three informants stated that the relationship was close and harmonious, while one informant stated that they were not compact due to personal factors.	" <i>The relationship is not compact, each person is different, not solid</i> " (Tailor 1)	The togetherness of the residence that settles at the work site is the main driving factor for the harmony of the relationship.
Willingness of colleagues to provide assistance when facing work difficulties	The willingness to help between colleagues is considered good, but there is a disconnect related to the attitude of blaming each other when mistakes occur.	" <i>Yes, it's easy to help each other and be invited to cooperate, sometimes there are people who can't be invited to cooperate either</i> " (Tailor 2)	The willingness to help between colleagues is quite good, but the culture of blaming each other when mistakes occur has the potential to hinder the relationship between colleagues.

Source: Interview Data Processing Results (2026)

DISCUSSION

Employee Workload at RR83 Production Convection

The sub-variable of work conditions is in the category of being quite good, because even though the complexity of tasks and the sense of boredom due to repetitive activities are experienced by all informants, these conditions are temporary and can be overcome through the adaptation process and adjustment strategies of each employee, so that they do not become a significant burden in daily work. In line with research (Widodo et al., 2025) that repetitive work can increase work fatigue, cause physical complaints, and trigger burnout. In line with (Wickens et al., 2022:478-479) workload is affected by the balance between job demands and individual capacity.

The sub-variable of working time use is in the poor category, because the actual working duration of employees consistently ranges from 12-14 hours per day, far exceeding the 8 hours of work per day as stipulated in labor regulations, and the time use strategy applied is still oriented towards sacrificing rest time and personal time, not on the efficiency of the work process itself. In line with Riggio (2003) that excessive work demands have an impact on fatigue and a decrease in work quality, and Daroimin & Soedjoko (2025) that workload is influenced by the suitability of time, number of jobs and work pressure. The sub-variable of the target that must be achieved is

in the category of not good, because the internal labor is consistently insufficient at a time when the order volume is high so it must be transferred to the macro party, and this condition is aggravated by the delay in raw materials, even though the production target itself is still considered workable by employees. In line with (Khoirunnisa et al., 2024; Wickens et al., 2022) states that workload increases when job demands exceed available capabilities or capacities.

Physical Work Environment of Employees at RR83 Production Convection

The lighting sub-variable is in the good category, because all informants consistently assess that the light intensity is sufficient through the provision of lights on each machine, with the distribution of light also assessed equally by some informants except at one point adjacent to the warehouse. In line with research (Nurhidayanti & Prabowo, 2024; Faturrohman & Abdurahman, 2025) which shows that good lighting has a positive effect on employee comfort and working conditions. The sub-variables of temperature and air circulation are in the poor category, because all employees state stuffy conditions and hot temperatures, especially during the day, while the absence of fans as a work safety measure against fabric dust and yarn has not been balanced with alternative solutions such as vacuum cleaners which are still hampered by the rental status of the building. In line with research (Saefullah & Basrowi, 2022; Permana & Ariescy, 2026) found that inadequate room temperature and air circulation caused discomfort for employees at work.

The noise sub-variable is in the category of being quite good, because the level of machine noise can be tolerated through the employee adaptation process and has even been improved through the replacement of part of the machine to the servo type, although the noise is still quite disruptive to the smooth flow of direct verbal communication between employees. In line with (Wibisono et al., 2025) noise affects employee comfort and job satisfaction. Although employees are able to adapt to machine noise, noise still hinders communication between employees. The sub-variable of spatial planning and decoration is in the category of not good, because some informants consider that the placement of machines and storage of raw materials is still messy and not neat, although this condition is more caused by the limitations of the shape of the building that the owner is aware of and has planned a long-term solution. In line with research (Azzahro et al., 2023) that workspace design plays a role in creating comfort and smoothness at work, good arrangement supports work efficiency, while less than optimal spatial planning can hinder the work process and reduce job satisfaction. The hygiene and safety sub-variables are in the category of being quite good, because engine safety is considered good with the fire risk mitigation that has been provided, but daily hygiene conditions are still felt to be less consistent by all informants. In line with Pahrijal & Mulyana (2025), the cleanliness and safety of the physical work environment is an important aspect in creating work comfort that contributes to employee job satisfaction.

Employee Job Satisfaction at RR83 Production Convection

The sub-variable of the job itself is in the category of quite good, because some informants expressed satisfaction and pride in the results of their work, felt high work freedom with a family atmosphere, and this was also supported by the annual satisfaction evaluation, QC during packing, and skills monitored by the owner. (Luthans, 2011; Sapputri & Priyastiwi, 2025) that job satisfaction is influenced by intrinsic factors such as job suitability with abilities, responsibilities, and target achievement. The salary/wage sub-variable is in the good category, because of the timeliness of wage payments and without complaints by all informants, the suitability of wages with the workload is also felt by employees with a wholesale system that has

been compared by the owner against market standards and UMR, and supported by seasonal bonuses and a performance-based weekly reward system. In line with (Ilyas, 2021; Luthans, 2011) that satisfaction with compensation arises when employees judge the salary received to be fair and in accordance with the contributions given.

The sub-variable of supervision is in the category of being quite good, because the direction has been assessed clearly through written records and supported by the existence of the head of production, but the quality of two-way communication with the boss still varies from employee to employee, influenced by the personal closeness of each employee with the owner. In line with (Cahyoseputro et al., 2021) that good interpersonal communication of superiors can increase employee job satisfaction. The sub-variable of co-workers is in the category of being quite good, because some informants stated a close relationship and willingness to help each other between co-workers, although there were still those who were not compact regarding the attitude of blaming each other, and the owner confirmed that there had never been a serious employee conflict. In line with (Ilmannafian & Hasanah, 2021; Romi, 2024) that good and harmonious co-worker relationships create a comfortable working atmosphere and increase motivation and job satisfaction.

The Impact of Workload in Increasing Employee Job Satisfaction in RR83 Production Convection

All informants did not object to overtime because wholesale wages were considered commensurate, but employees experienced boredom and physical fatigue due to repetitive work. The working duration of 12-14 hours per day exceeds normative provisions, and two informants stated that production targets are often not achieved due to labor limitations in convection. This research is in line with the JD-R Model (Demerouti et al., 2001) that high workload can cause fatigue and decrease job satisfaction, but it is supported by findings (Febriyana & Nawangsari, 2022) which show that employees still feel satisfied despite high workload if they receive appropriate benefits or rewards.

The Impact of the Physical Work Environment in Increasing Employee Job Satisfaction in RR83 Production Convection

All informants stated that the lighting was adequate to support high-precision work until night work. All informants felt stuffy production spaces due to the absence of fans, with hot and sultry temperatures during the day. In addition, the unorganized storage of raw materials and equipment interferes with the smooth running of work. Research is in line with (Sennang et al., 2025; Yanti et al., 2024) The physical work environment has a positive effect on job satisfaction, while poor air circulation, uncomfortable temperatures, and unorganized spatial planning can reduce job satisfaction.

Workload and physical work environment have an impact on increasing employee job satisfaction. A wholesale wage system that keeps employees willing to work at high intensity. Adequate lighting is a supporting factor, although room temperature and poorly organized arrangement are still obstacles.

CONCLUSION

Conclusion

1. The workload of employees at RR83 Production convection is in the category of quite high. The conclusion of the workload sub-variable is as follows: The sub-variable of work conditions is in the category of quite good. The sub-variable of working time use is in the poor category. The target sub-variable that must be achieved is in the poor category.
2. The physical working environment at RR83 Production convection is in the category of quite good. The conclusion of the sub-variables of the physical work environment is as follows: The lighting sub-variable is in the good category. The sub-variables of temperature and air circulation are in the category of poor. The noise subvariable is in the category quite well. The sub-variables of spatial planning and decoration are in the category of not good. The cleanliness and safety sub-variables are in the category of being quite good.
3. Employee job satisfaction at RR83 Production convection is in the category of quite good. The conclusion of the work satisfaction sub-variable is as follows: The work sub-variable itself is in the category of quite good. The salary/wage sub-variable is in the good category. The supervision sub-variable is in the category of being quite good. The sub-variable of colleagues is in the category of quite good.
4. Workload and physical work environment have an impact on increasing employee job satisfaction. The conclusion of the sub-variables is as follows: Employee workload has an impact on increasing employee job satisfaction. Physical work environment has an impact on increasing employee job satisfaction.

Suggestion

1. Suggestions For Convection RR83 Production

Convection parties should add labor or optimize the workforce on a scheduled basis, so that production targets do not always depend on extending working hours. It is recommended to gradually adjust the working duration to close to 8 hours per day in accordance with the Manpower Law Number 13 of 2003. It is recommended to provide more adequate air circulation, for example with an exhaust fan that is safe for the production environment, to overcome the conditions of the airtight and hot production room without causing the risk of fabric dust or yarn flying. It is recommended to rearrange the layout and provide a more organized storage system for raw materials and threads.

2. Suggestions for future researchers

The results of this study are expected to be a reference and comparison for other researchers in future research. However, this study still has limitations, including the number of informants which is limited to 4 employees of the tailoring section and focuses on one research location. Therefore, it is recommended for future researchers to conduct research with a broader research object on the convection or garment industry sector in different regions, and can add other variables that have the potential to affect employee job satisfaction, such as occupational safety and health (K3), work stress, or work motivation. In addition, researchers are also advised to add theories from other experts as well as the latest theories to enrich the discussion about workload, physical work environment, and job satisfaction.

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