

The Effect of Workload, Motivation, and Time Management on Employee Performance in the Modern Retail Industry

Rifandi Arief*, Justine Tanuwijaya, B. Medina Nilasari

Faculty of Economics and Business, Universitas Trisakti, Indonesia

*Corresponding Author: 122012411040@std.trisakti.ac.id

Abstract

Employee performance remains a critical concern for organizations operating in the modern retail industry, where employees are expected to balance operational efficiency, customer service quality, and organizational objectives simultaneously. Understanding the factors that contribute to performance improvement is therefore essential for organizational sustainability. This study investigates the relationships among workload, motivation, time management, job satisfaction, and employee performance, with particular attention given to the mediating role of job satisfaction. A quantitative research design was employed, and data were obtained from 235 employees working in modern retail companies. The collected responses were analyzed using Structural Equation Modeling (SEM) to evaluate both direct and indirect relationships among the variables.

The findings reveal that workload and time management significantly contribute to higher levels of job satisfaction, whereas motivation does not demonstrate a significant influence on employees' satisfaction. Regarding performance outcomes, time management and job satisfaction show significant positive effects, while workload and motivation fail to exert direct influences. Further analysis indicates that job satisfaction serves as a full mediator between workload and employee performance and as a partial mediator between time management and employee performance. These results suggest that employees' perceptions of their work experience play a crucial role in determining whether workplace conditions lead to improved performance outcomes.

The study highlights the importance of creating supportive work environments through balanced workload allocation and effective time management practices. By strengthening employees' positive work experience, organizations may enhance both job satisfaction and performance, thereby improving overall organizational effectiveness within the increasingly competitive retail sector.

Keywords: Workload; Motivation; Time management; Job satisfaction; Employee performance

Article Info

Received : 2026-06-22
Revised : 2026-07-28
Accepted : 2026-07-30
Published : 2026-08-01

DOI

[10.26905/jp.v23i1.17336](https://doi.org/10.26905/jp.v23i1.17336)

Licensed

©2026 Jurnal Penelitian

This is an open access article distributed under the CC BY-SA 4.0 license (<https://creativecommons.org/licenses/by-sa/4.0/>)

How to cite

Rifandi Arief, Justine Tanuwijaya, & Nilasari, B. M. (2026). The Effect of Workload, Motivation, and Time Management on Employee Performance in the Modern Retail Industry. *Jurnal Penelitian*, 23(1). <https://doi.org/10.26905/jp.v23i1.17336>

INTRODUCTION

The modern retail industry has experienced substantial changes in recent years as a result of increasing market competition, technological advancement, and shifting customer expectations. Retail companies are no longer expected solely to provide products at competitive prices but are also required to deliver efficient services and consistent customer experiences. Under these circumstances, employees become one of the most valuable organizational assets because the quality of operational performance largely depends on their ability to perform daily responsibilities effectively. For this reason, improving

employee performance has become an important concern for organizations seeking to maintain sustainable business growth.

Employee performance is influenced by a variety of workplace conditions rather than by individual capability alone. The demands placed on employees, the support they receive from the organization, and the way they manage their work responsibilities collectively shape their ability to achieve organizational objectives. In the retail industry, where operational activities are characterized by strict schedules, high customer interaction, and continuous performance targets, employees are often required to maintain productivity while adapting to rapidly changing work situations. These conditions make it important to understand which workplace factors contribute most to employee performance.

One factor that frequently receives attention is workload. Employees are expected to complete numerous responsibilities within limited working hours while maintaining service quality and operational accuracy. When work demands remain proportional to employees' capabilities, they may encourage greater responsibility and productivity. However, excessive work demands can reduce employees' physical and psychological capacity, eventually affecting their attitudes toward work and their overall effectiveness. Therefore, organizations must ensure that workload is distributed appropriately so that operational objectives can be achieved without creating unnecessary pressure on employees.

Besides workload, employee motivation also plays an important role in shaping workplace behavior. Motivation encourages individuals to invest effort, remain committed to organizational objectives, and persist when facing work-related challenges. Employees who are motivated generally show greater initiative, responsibility, and willingness to contribute to organizational success. Nevertheless, the influence of motivation may vary depending on organizational policies, leadership practices, career opportunities, and the overall working environment. Consequently, motivation should not be viewed as an isolated factor but as one element within a broader organizational context.

Another important aspect is employees' ability to manage their time effectively. Daily activities in retail organizations often require employees to complete multiple tasks simultaneously while responding quickly to customer needs and operational changes. Employees who can prioritize responsibilities and allocate their working time efficiently are more likely to maintain productivity and reduce operational delays. Conversely, ineffective time management may lead to work accumulation, increased stress, and lower work effectiveness, ultimately affecting overall organizational performance.

In addition to these workplace factors, employees' psychological responses toward their jobs deserve equal attention. Job satisfaction reflects how employees evaluate their work experiences, including the work itself, the organizational environment, and the conditions under which they perform their responsibilities. Employees who perceive their work positively are generally more willing to contribute beyond minimum expectations, whereas dissatisfaction may weaken commitment and reduce work performance. Accordingly, job satisfaction may explain how workplace conditions are translated into actual performance outcomes.

Although previous studies have examined workload, motivation, time management, job satisfaction, and employee performance, many have investigated these variables independently or focused only on their direct relationships. Comparatively fewer studies have explored how these factors interact within an integrated framework, particularly by examining the mediating role of job satisfaction in the context of Indonesia's modern retail industry. Existing research in retail contexts has primarily focused on service quality or customer satisfaction outcomes, with limited attention to the psychological mechanisms linking workplace conditions to employee performance. Moreover, while the Job Demands-Resources (JD-R) model has been extensively applied in various industries, its application to the modern retail sector in Indonesia—characterized by unique operational demands and workforce characteristics—remains underexplored. Considering the unique operational characteristics of this sector, further empirical investigation is required to provide a more comprehensive understanding of the mechanisms through which workplace conditions influence employee performance.

Based on these considerations, this study investigates the relationships among workload, motivation, time management, job satisfaction, and employee performance in the modern retail industry. Specifically, job satisfaction is examined as a mediating variable that explains how work-related factors contribute to employee performance. It is expected that the findings will provide both theoretical contributions to the field of human resource management and practical recommendations for organizations seeking to strengthen employee performance through more effective management practices.

HYPOTHESES DEVELOPMENT

Conceptual Foundation

Employee performance is shaped by various workplace conditions that influence how employees carry out their responsibilities on a daily basis. In a modern retail environment, employees are required to handle operational duties, serve customers, achieve organizational targets, and adapt to changing work situations. The extent to which employees can respond effectively to these challenges may depend on several factors, including the demands of the job, personal capabilities, and their overall evaluation of work experience.

This study assumes that employee performance is not solely determined by operational factors. Instead, employees' perceptions and reactions toward workplace conditions may influence how effectively they perform their duties. In this regard, job satisfaction is expected to play an important role because employees who evaluate their work experiences positively are more likely to demonstrate favorable work behaviors and higher levels of performance.

Workload, motivation, and time management were selected as the primary antecedent variables because they represent important aspects of employees' work experience. Workload reflects the level of responsibility that must be managed, motivation reflects employees' willingness to exert effort, and time management reflects the ability to organize available resources efficiently. Together, these factors may shape employees' level of satisfaction and ultimately affect performance outcomes.

This study is grounded in the Job Demands-Resources (JD-R) model ([Bakker & Demerouti, 2007](#)), which proposes that employee outcomes are shaped by the interaction between job demands and available job resources. Workload represents a job demand that can be either challenging or hindering depending on employees' perceptions. Motivation and time management are viewed as personal resources that help employees cope with work demands and maintain engagement. Job satisfaction is positioned as an employee response that reflects the balance between demands and resources, while performance is the ultimate outcome of this dynamic process.

Workload and Job Satisfaction

The amount of work assigned to employees can influence how they perceive their jobs. When responsibilities remain manageable and aligned with employees' capabilities, work activities may provide opportunities for achievement, learning, and personal accomplishment. Under such conditions, employees are more likely to develop favorable attitudes toward their work.

In contrast, responsibilities that exceed employees' capacity may create pressure and reduce positive work experiences. Within retail organizations, where employees are expected to handle multiple tasks simultaneously, the way workload is distributed becomes particularly important. A reasonable allocation of duties may contribute to more positive evaluations of work and increase employee satisfaction.

Previous studies have reported an association between workload and job satisfaction ([Damayanti & Ekowati, 2024](#); [Salleh et al., 2024](#)). Based on this reasoning, the following hypothesis is proposed.

H1: Workload positively affects job satisfaction.

Motivation and Job Satisfaction

Employees differ in the degree to which they are willing to invest effort and remain committed to their work. Individuals who possess stronger motivation are generally more enthusiastic when carrying out responsibilities and are more likely to pursue organizational objectives with persistence.

Motivated employees often experience a stronger sense of purpose because their efforts are directed toward meaningful outcomes. As a result, they may develop more positive feelings toward their jobs and derive greater satisfaction from their work experiences. Several studies have suggested that motivation contributes to employees' job satisfaction ([Tanuwijaya & Nilasari, 2021](#); [Hasanah et al., 2025](#)). Therefore, the following hypothesis is formulated.

H2: Motivation positively affects job satisfaction.

Time Management and Job Satisfaction

Managing time effectively is essential in work environments characterized by multiple responsibilities and strict deadlines. Employees who are capable of organizing activities and determining priorities tend to experience fewer disruptions when completing their tasks.

Effective use of time may help employees reduce unnecessary pressure and maintain greater control over their work activities. Such conditions can create more positive work experiences and encourage favorable perceptions toward the job. Research has shown that employees with stronger time management abilities tend to report higher levels of job satisfaction ([Peeters & Rutte, 2021](#); [Dewi & Antara, 2023](#)). Accordingly, the following hypothesis is proposed.

H3: Time management positively affects job satisfaction.

Workload and Employee Performance

The distribution of work responsibilities may influence employees' ability to achieve expected performance standards. Employees who receive workloads that correspond with their capabilities are generally better able to complete tasks efficiently and maintain work quality.

Within the retail sector, employees frequently face demanding operational activities that require concentration, responsiveness, and consistency. Under appropriate conditions, workload can encourage employees to remain productive and focused on achieving organizational objectives. Previous studies have identified a relationship between workload and employee performance ([Ayyash, 2021](#); [Mandala et al., 2025](#)). Based on these considerations, the following hypothesis is proposed

H4: Workload positively affects employee performance.

Motivation and Employee Performance

Performance is often influenced by employees' willingness to devote effort toward their responsibilities. Individuals who possess higher motivation are generally more persistent when facing challenges and more committed to achieving work-related goals.

Motivated employees are also more likely to maintain engagement in their work and utilize their abilities effectively. These characteristics may contribute to improved productivity and stronger work outcomes. Empirical evidence has indicated a positive association between motivation and employee performance ([Nilasari & Tanuwijaya, 2023](#); [Putra & Widodo, 2021](#)). Therefore, the following hypothesis is proposed.

H5: Motivation positively affects employee performance.

Time Management and Employee Performance

The ability to organize work activities efficiently may help employee's complete tasks within required timeframes and maintain productivity. Employees who manage their schedules effectively are generally better prepared to deal with competing demands and changing priorities.

In a retail setting where speed and responsiveness are important, effective time utilization may contribute directly to work effectiveness. Previous studies have demonstrated that time management is

associated with higher levels of employee performance ([Rahman & Putri, 2021](#); [Zhang et al., 2023](#)). Accordingly, the following hypothesis is proposed.

H6: Time management positively affects employee performance

Job Satisfaction and Employee Performance

Employees who evaluate their work experiences positively are more likely to demonstrate commitment and involvement in organizational activities. Positive attitudes toward work may encourage employees to exert greater effort and maintain consistent performance.

Job satisfaction can therefore be viewed as an important condition that supports productive employee behavior. Prior studies have reported that satisfied employees tend to achieve better performance outcomes than those who are less satisfied with their jobs ([Marina et al., 2023](#); [Memon et al., 2023](#)). Based on this argument, the following hypothesis is formulated.

H7: Job satisfaction positively affects employee performance.

The Role of Mediating Job Satisfaction

Workplace factors do not always influence performance directly. Employees often interpret and evaluate their work experiences before translating those experiences into behavioral outcomes. Consequently, the effect of workload, motivation, and time management on performance may depend on employees' level of satisfaction with their jobs.

When employees perceive their work conditions positively, they are more likely to experience satisfaction, which in turn may encourage stronger performance. Previous studies have suggested that job satisfaction acts as an intermediary mechanism linking workplace conditions with employee outcomes ([Tanuwijaya et al., 2022](#); [Nilasari et al., 2024](#); [Wulandari & Jufri, 2024](#)). Based on this perspective, the following mediation hypotheses are proposed.

H8: Job satisfaction mediates the effect of workload on employee performance.

H9: Job satisfaction mediates the effect of motivation on employee performance.

H10: Job satisfaction mediates the effect of time management on employee performance.

METHOD, DATA, AND ANALYSIS

Research Design

This research was conducted to examine how workplace conditions contribute to employee performance in the modern retail industry. Particular attention was given to the roles of workload, motivation, and time management, as well as the extent to which job satisfaction explains the relationship between these variables and performance outcomes. To achieve this objective, a quantitative research strategy was adopted because it allows relationships among multiple variables to be evaluated systematically using numerical data obtained from respondents.

The study focused on identifying both direct and indirect relationships among the proposed variables. Since job satisfaction was expected to function as an intervening mechanism, the research design was structured to assess not only the influence of workplace factors on employee performance but also the process through which these influences may occur. This approach enables a broader understanding of employee behavior within the retail work environment.

The conceptual model was developed from the Job Demands-Resources (JD-R) perspective ([Bakker & Demerouti, 2007](#)), which assumes that employee outcomes are shaped by the interaction between work demands and available resources. Within this framework, workload represents a work-related demand, whereas motivation and time management are viewed as resources that may help employees perform their responsibilities more effectively. Job satisfaction is positioned as an employee response that may connect workplace conditions with performance outcomes.

To evaluate the proposed relationships, the study employed Structural Equation Modeling (SEM). This analytical technique was selected because it enables several relationships to be examined simultaneously within a single model. In addition, SEM provides an opportunity to assess the adequacy

of measurement indicators while testing the structural relationships among the research constructs. The use of SEM therefore allows a comprehensive evaluation of the proposed conceptual framework.

Sampling and Respondents

The participants involved in this study were employees working in the modern retail sector, particularly those assigned to operational functions that require direct involvement in daily retail activities. Data was gathered from several retail companies located in Jakarta and nearby areas. Employees engaged in operational processes were selected because they regularly encounter workplace conditions related to workload, motivation, time management, job satisfaction, and performance expectations, making them suitable sources of information for this research.

To ensure the quality and relevance of the data collected, respondents were selected based on specific eligibility requirements. Only permanent employees with at least one year of work experience within their current organization were included in the survey. This requirement was established to ensure that participants had sufficient exposure to organizational policies, work demands, and performance evaluation systems, enabling them to provide informed assessments of the variables examined in the study.

A total of 235 valid responses were collected and included in the analysis. This number was considered adequate for the application of Structural Equation Modeling (SEM), which requires sufficient sample size to produce stable parameter estimates and reliable statistical results. The number of respondents exceeded the minimum recommendation commonly used in SEM studies, thereby supporting the robustness of the analytical process.

An overview of respondent characteristics shows that male employees accounted for a larger proportion of the sample. In addition, most respondents reported having between one and five years of work experience. These characteristics indicate that the majority of participants were familiar with the operational realities of the retail industry and possessed enough professional experience to evaluate the workplace factors examined in this study.

Data Collection and Measurement

Information used in this study was obtained directly from employees working in the modern retail sector through a structured survey instrument. The questionnaire was distributed using both online and offline channels to facilitate respondent participation and increase response coverage. Prior to completing the survey, respondents were informed that their participation was entirely voluntary and that all responses would be treated confidentially. The collected information was used exclusively for research purposes.

The measurement instrument was designed to capture respondents' perceptions regarding workload, motivation, time management, job satisfaction, and employee performance. To ensure consistency in responses, all statements were evaluated using a five-point agreement scale ranging from strong disagreement to strong agreement. This scale allowed respondents to express the extent to which each statement reflected their work experiences and perceptions.

The workload construct was represented through indicators describing the amount of work assigned, pressure associated with task completion, expected performance targets, and overall work demands. Motivation was assessed through statements related to employees' willingness to perform, commitment toward work responsibilities, enthusiasm, and achievement orientation.

Time management was evaluated by examining employees' ability to organize activities, determine work priorities, utilize available time effectively, and maintain discipline in completing assigned responsibilities. Job satisfaction was measured through employees' evaluations of various aspects of their work experience, including the nature of the job itself, workplace conditions, recognition received, and relationships within the organization.

Employee performance was assessed based on respondents' perceptions of their work outcomes. The indicators focused on the quality of completed work, productivity, punctuality in accomplishing tasks, and the level of responsibility demonstrated while carrying out assigned duties. The selection of measurement indicators was guided by established instruments that have been widely applied in previous studies and subsequently adjusted to reflect the operational characteristics of the modern retail industry.

Data Analysis

The analysis was carried out through a series of procedures designed to ensure that the proposed research model accurately represented the relationships among the investigated variables. To facilitate this process, AMOS software was utilized as the primary analytical tool because the study involved multiple constructs that were expected to interact simultaneously within a single framework.

The first stage focused on evaluating the quality of the measurement instrument. At this stage, each indicator was examined to determine whether it adequately reflected the construct it was intended to measure. Indicators that demonstrated satisfactory representation were retained for subsequent analysis. In addition, the consistency of responses across indicators was assessed to confirm that each construct was measured reliably and could be used confidently in the next analytical stage.

After the measurement quality had been verified, attention was directed toward examining the relationships proposed in the conceptual framework. This stage aimed to identify the direction and magnitude of the effects among workload, motivation, time management, job satisfaction, and employee performance. Both direct relationships and indirect pathways were evaluated to obtain a more comprehensive understanding of how the variables interacted within the research model.

To determine whether the proposed model was capable of representing the observed data adequately, several model evaluation criteria were considered. The assessment was based on commonly accepted fit measures that reflect the degree of correspondence between the theoretical model and the empirical data. A model was considered acceptable when the overall evaluation indicated that the observed relationships were sufficiently represented by the proposed framework.

The final stage involved testing the research hypotheses. The significance of each relationship was examined using the probability values generated from the analysis. Relationships that met the established significance criterion were interpreted as empirical support for the proposed hypotheses, whereas relationships that failed to meet the criterion were regarded as unsupported within the context of this study.

RESULTS

A total of 235 employees working in the modern retail sector participated in this study. All respondents fulfilled the predetermined selection criteria, namely being permanent employees with a minimum tenure of one year. These requirements were applied to ensure that participants had sufficient experience to evaluate workplace conditions related to workload, motivation, time management, job satisfaction, and employee performance. Consequently, the responses obtained were considered appropriate for representing the realities of daily work activities in the retail industry.

Table 1 presents the demographic characteristics of the respondents. Male employees constituted a larger proportion of the sample (62.13%) compared to female employees (37.87%). Regarding employment tenure, the largest group of respondents had between five and ten years of work experience, followed by employees with more than ten years and those with one to five years of experience. This distribution suggests that most participants possessed adequate exposure to organizational practices and operational demands within their respective workplaces.

Table 1 : Respondent Characteristics

Description	Percentage (%)
Gender	
Male	62,13
Female	37,87
Working Experience	
1-5 years	11,76
5-10 years	33,33
>10 years	16.59

Source: Research Data Processed (2026)

To examine the adequacy of the measurement model, Confirmatory Factor Analysis (CFA) was conducted prior to testing the structural relationships. The evaluation demonstrated that all indicators met the recommended loading criteria, indicating that each item was capable of representing its respective construct. Reliability assessment also produced satisfactory results, with all constructs exceeding the recommended thresholds for Construct Reliability (CR) and Average Variance Extracted (AVE). These outcomes confirm that the measurement instrument was suitable for further analysis.

Table 2: Validity and Reliability Results

Variables	CR	AVE	Description
Workload	0.82	0.58	Valid
Motivation	0.85	0.60	Valid
Time Management	0.88	0.62	Valid
Job Satisfaction	0.90	0.65	Valid
Employee Performance	0.87	0.61	Valid

Source: Research Data Processed (2026)

After establishing the adequacy of the measurement model, the structural model was assessed to determine whether the proposed framework corresponded with the observed data. The model evaluation produced acceptable fit statistics across most assessment criteria. Several indicators, including CMIN/DF, RMSEA, RMR, and CFI, met the recommended standards, while GFI, AGFI, and TLI were categorized within the marginal acceptance range. Taken together, these results indicate that the model provided a sufficiently accurate representation of the relationships among the research variables and could therefore be used for hypothesis testing.

Table 3: Goodness of Fit Model

Indices	Values	Criteria	Description
CMIN/DF	1.95	≤ 2.00	Good Fit
RMSEA	0.045	≤ 0.08	Good Fit
RMR	0.030	≤ 0.05	Good Fit
GFI	0.89	≥ 0.90	Marginal Fit
AGFI	0.87	≥ 0.90	Marginal Fit
CFI	0.95	≥ 0.90	Good Fit
TLI	0.89	≥ 0.90	Marginal Fit

Source : AMOS Output (2026)

The structural framework examined in this study is illustrated in Figure 1. The model describes the proposed relationships among workload, motivation, time management, job satisfaction, and employee performance.

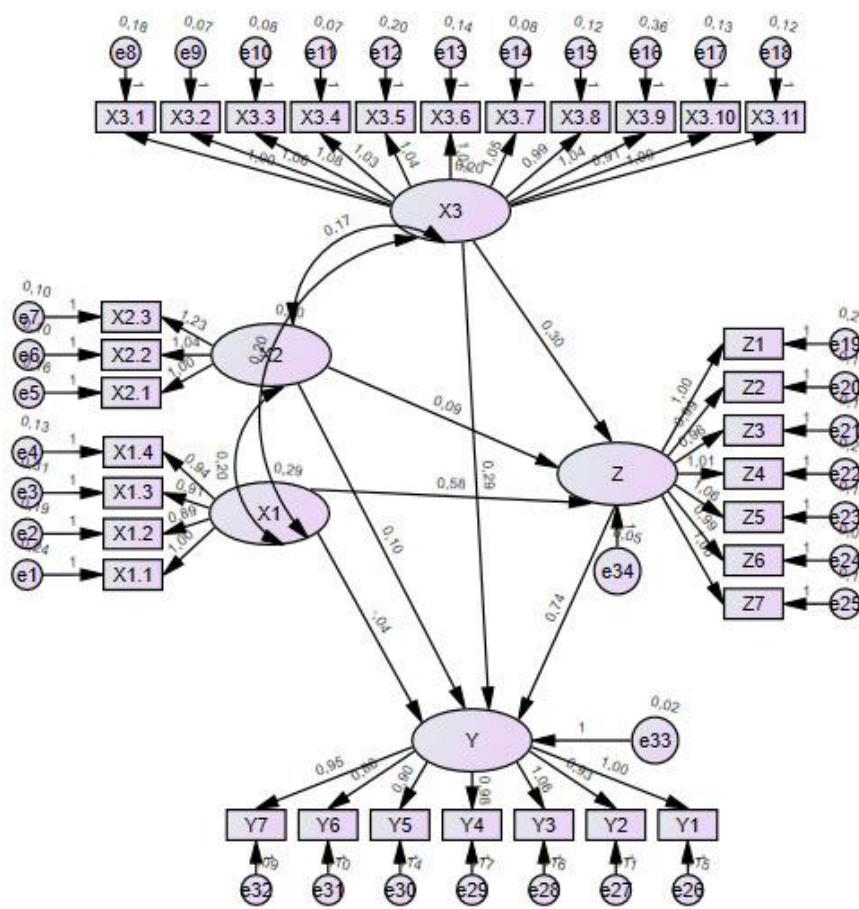


Figure 1: Structural Model Analysis

The hypothesis testing results are summarized in Table 4. The analysis demonstrates that workload contributed positively to job satisfaction and achieved statistical significance. A similar pattern was observed for time management, which also had a significant positive effect on job satisfaction. In contrast, motivation did not demonstrate a statistically meaningful relationship with job satisfaction.

Different results emerged for employee performance. Time management and job satisfaction exhibited significant positive influences on performance, indicating that employees who manage their time effectively and experience higher satisfaction tend to achieve better work outcomes. Meanwhile, the direct effects of workload and motivation on performance were not statistically significant within the research sample.

Table 4: Hypothesis Testing Results

Variable Relationships	Coefficient	p-value	Description
Workload → Job Satisfaction	0.35	0.000	Significant
Motivation → Job Satisfaction	0.10	0.120	Not Significant
Time Management → Job Satisfaction	0.42	0.000	Significant
Workload → Employee Performance	0.08	0.210	Not Significant
Motivation → Employee Performance	0.12	0.150	Not Significant
Time Management → Employee Performance	0.30	0.001	Significant
Job Satisfaction → Employee Performance	0.45	0.000	Significant

Source: Research Data Processed (2026)

A comparison of the structural coefficients shows that time management generated the largest direct effect among the independent variables examined. This variable contributed not only to employees' level of job satisfaction but also directly to performance outcomes. Job satisfaction likewise demonstrated a substantial positive relationship with employee performance, reinforcing its role as an important factor in explaining employee effectiveness within the retail environment.

Overall, the empirical evidence suggests that employee performance is more strongly associated with employees' ability to manage work activities efficiently and maintain positive evaluations of their jobs than with motivational factors alone. These findings provide an initial indication that psychological and behavioral factors may play a more prominent role than expected in shaping performance outcomes in the modern retail industry.

DISCUSSION

The modern retail industry is characterized by intensive operational activities, frequent customer interactions, and performance expectations that require employees to remain responsive throughout the workday. Within such an environment, employee performance is influenced not only by the amount of work assigned but also by how employees experience and manage the demands associated with their roles. The findings of this study suggest that employees' perceptions of their work environment are important in shaping behavioral and performance outcomes.

One of the key observations emerging from this research relates to the relationship between workload and job satisfaction. Workload is often viewed as a source of pressure; however, the present findings suggest that employees may not automatically perceive work demands as burdensome. In retail settings, employees routinely deal with sales targets, inventory-related activities, customer service responsibilities, and administrative tasks. When these responsibilities remain manageable and aligned with employees' capabilities, workload may create opportunities for achievement and personal contribution. Under such conditions, employees are more likely to evaluate their jobs positively, leading to higher levels of satisfaction.

The absence of a direct relationship between workload and employee performance provides an interesting perspective on how employees respond to workplace demands. Additional responsibilities do not necessarily produce higher performance outcomes by themselves. Employees appear to perform more effectively when work demands are accompanied by positive work experience. This suggests that the way employees interpret their workload may be more important than the workload itself. A manageable workload can contribute to performance only when it supports positive feelings toward work and does not generate excessive strain.

A different pattern emerged in relation to motivation. Despite being widely regarded as an important driver of work behavior, motivation did not show a meaningful influence on either job satisfaction or employee performance in this study. This outcome may reflect the operational characteristics of modern retail organizations. Retail activities are often governed by standardized procedures, predefined schedules, and clearly structured performance expectations. As a result, day-to-day performance may depend more heavily on operational systems and work processes than on employees' personal motivational states. Under these circumstances, motivation alone may not be sufficient to create substantial differences in workplace outcomes.

Among the variables investigated, time management demonstrated the most prominent contribution. Employees who were able to organize their activities efficiently, determine priorities, and allocate their time appropriately tended to report more positive work experiences and stronger performance. The practical nature of retail work requires employees to manage multiple responsibilities simultaneously while maintaining service quality. Effective time utilization appears to help employees navigate these demands more successfully, allowing them to maintain productivity while reducing unnecessary work disruptions.

The findings further indicate that job satisfaction occupies a central position within the overall research model. Employees who experience positive feelings toward their work tend to demonstrate stronger engagement, greater commitment, and more consistent performance. This suggests that

organizational practices may not influence performance directly. Instead, employees first evaluate their work experiences, and these evaluations subsequently influence how they approach their responsibilities. In this sense, job satisfaction serves as an important link between workplace conditions and performance outcomes.

The mediating effect identified in this study reinforces the importance of employees' psychological experiences. The results imply that performance improvements are unlikely to occur simply because organizations increase demands or introduce new expectations. Employees are more likely to respond positively when workplace conditions support favorable work experiences. Likewise, the benefits of effective time management extend beyond operational efficiency because they also contribute to employees' overall satisfaction with their jobs. These positive perceptions ultimately strengthen performance outcomes.

From an organizational perspective, the findings suggest that improving employee performance requires more than implementing motivational programs or increasing performance targets. Retail organizations may achieve better results by creating work systems that help employees manage responsibilities effectively. Balanced task allocation, realistic scheduling practices, and initiatives that enhance employees' ability to organize their work may contribute to a more supportive working environment. Such conditions can encourage both higher job satisfaction and stronger performance.

Overall, the study highlights the importance of understanding employee performance as a combination of operational and psychological processes. Employees are not merely responding to organizational demands; they are also interpreting and evaluating their work experiences. The ability of organizations to create conditions that support positive work experiences appears to be an important factor in maintaining employee effectiveness within the increasingly competitive retail industry.

CONCLUSION

The findings of this study suggest that employee performance in the modern retail industry is shaped not only by operational requirements but also by the way employees interpret their work experience. Employees who are able to manage their responsibilities effectively and maintain positive perceptions of their jobs tend to demonstrate better performance outcomes. This indicates that organizational efforts to improve performance should consider both operational and psychological aspects of work.

Among the factors examined, time management emerged as the most influential factor in supporting favorable employee outcomes. The ability to organize tasks, establish priorities, and utilize available time efficiently appears to help employees perform more effectively while simultaneously fostering positive feelings toward their work. In contrast, motivation alone did not appear to be a sufficient driver of either job satisfaction or employee performance within the context of this study.

Another important observation is the role of job satisfaction as a connecting mechanism between workplace conditions and performance outcomes. The results indicate that employees are more likely to transform workplace demands into productive behavior when they experience positive feelings toward their jobs. This finding highlights the importance of creating work environments that support employee well-being in addition to achieving operational targets.

From a managerial perspective, retail organizations may benefit from focusing on practical initiatives that improve work effectiveness, such as balanced task allocation, realistic work expectations, and programs that strengthen employees' ability to manage their time. Such efforts may contribute not only to higher job satisfaction but also to more sustainable performance improvement.

Although this study provides useful insights into employee behavior in the retail sector, several limitations should be acknowledged. The analysis was conducted within a specific industry context and relied on data collected at a single point in time. Future studies may explore different organizational settings, examine changes over longer periods, and incorporate additional workplace factors that could provide a broader understanding of employee performance.

REFERENCES

- Aeon, B., & Aguinis, H. (2017). It's about time: New perspectives and insights on time management. *Academy of Management Perspectives*, 31(4), 309–330. <https://doi.org/10.5465/amp.2016.0166>
- Ayyash, M. (2021). The impact of workload on employee performance and job satisfaction. *International Journal of Business Research*, 15(2), 45–55.
- Bakker, A. B., & Demerouti, E. (2007). The job demands–resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Damayanti, R., & Ekowati, V. (2024). The influence of workload on employee satisfaction and performance. *Jurnal Manajemen dan Bisnis*, 12(1), 45–56.
- Dewi, N. P., & Antara, M. (2023). Time management and its impact on employee performance. *Jurnal Ekonomi dan Bisnis*, 10(2), 120–130.
- Hasanah, U., Pratama, R., & Sari, D. (2025). The mediating role of job satisfaction in employee performance. *Jurnal Manajemen Indonesia*, 15(1), 25–35.
- Inegbedion, H., Inegbedion, E., Peter, A., & Harry, L. (2020). Perception of workload balance and employee job satisfaction in work organizations. *Heliyon*, 6(1), e03160. <https://doi.org/10.1016/j.heliyon.2020.e03160>
- Kusnadi, A., Putra, R., & Widodo, S. (2025). Employee performance in modern organizations: A review. *International Journal of Human Resource Studies*, 14(1), 10–20.
- Lee, J., & Kim, S. (2023). Employee performance and organizational effectiveness in service industries. *Journal of Business Research*, 158, 113–121. <https://doi.org/10.1016/j.jbusres.2023.113121>
- Lily, S., Wibowo, A., & Santoso, H. (2025). Workload and its impact on employee well-being. *Jurnal Psikologi Industri*, 9(1), 50–60.
- Lesener, T., Gusy, B., & Wolter, C. (2020). The job demands-resources model: A meta-analytic review of longitudinal studies. *Work & Stress*, 33(1), 76–103. <https://doi.org/10.1080/02678373.2018.1529065>
- Luthans, F. (2011). *Organizational behavior* (12th ed.). McGraw-Hill.
- Mandala, R., Sari, N., & Putra, D. (2025). Workload management and employee productivity. *Jurnal Ekonomi dan Manajemen*, 13(2), 75–85.
- Marina, A., Putri, D., & Nugroho, H. (2023). Job satisfaction and employee performance: Empirical evidence. *Jurnal Manajemen Bisnis*, 11(2), 100–110.
- Mendis, M. (2020). The impact of work-life balance on employee performance. *Global Journal of Management and Business Research*, 20(3), 15–22.
- Memon, M. A., Salleh, R., & Baharom, M. N. R. (2023). Linking job satisfaction to employee performance. *International Journal of Organizational Analysis*, 31(2), 456–470. <https://doi.org/10.1108/IJOA-03-2021-2682>
- Nilasari, B. M., & Tanuwijaya, J. (2023). Motivation and employee performance: A study in Indonesian context. *Jurnal Manajemen dan Kewirausahaan*, 21(1), 30–40.
- Nilasari, B. M., Tanuwijaya, J., & Pratama, A. (2024). The role of job satisfaction in mediating performance. *Jurnal Ekonomi Modern*, 12(1), 60–70.
- Peeters, M., & Rutte, C. (2021). Time management and employee productivity. *Journal of Applied Psychology*, 106(5), 789–802. <https://doi.org/10.1037/apl0000812>

- Pradhan, R. K., & Kar, S. (2020). Employee engagement and performance. *Global Business Review*, 21(1), 1–15. <https://doi.org/10.1177/0972150918778988>
- Pratama, A. (2025). Time management and performance in retail industry. *Jurnal Manajemen Ritel*, 8(1), 40–50.
- Putra, R., & Widodo, S. (2021). Human resource management and employee performance. *Jurnal Manajemen Indonesia*, 20(2), 85–95.
- Rahman, A., & Putri, D. (2021). Time management practices in service organizations. *Jurnal Ekonomi dan Bisnis*, 9(1), 55–65.
- Salleh, R., Memon, M. A., & Baharom, M. N. R. (2024). Workload and employee satisfaction. *International Journal of Human Resource Management*, 35(3), 210–225. <https://doi.org/10.1080/09585192.2023.2174567>
- Santos, J., & Ferreira, A. (2023). Service quality and employee performance in retail. *Journal of Retailing and Consumer Services*, 70, 103–112. <https://doi.org/10.1016/j.jretconser.2022.103112>
- Schaufeli, W. B. (2021). Engaging leadership in the job demands-resources model. *Career Development International*, 26(3), 338–355. <https://doi.org/10.1108/CDI-12-2018-0320>
- Tanuwijaya, J., & Nilasari, B. M. (2021). Job satisfaction as a mediator in employee performance. *Jurnal Manajemen dan Bisnis Indonesia*, 18(2), 120–130.
- Wulandari, D., & Jufri, M. (2024). The mediating role of job satisfaction in HR practices. *Jurnal Ekonomi dan Manajemen*, 14(1), 90–100.
- Zhang, Y., Wang, L., & Chen, X. (2023). Time management and job performance. *Journal of Organizational Behavior*, 44(2), 150–165. <https://doi.org/10.1002/job.2647>