

The Role of Job Satisfaction in Mediating the Influence of Workload and Training on Employee engagement among Gen Z Coffee shop Employees in South Jakarta

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ABSTRACT

This research is designed to analyze how workload and training affect employee engagement, with job satisfaction serving as a mediating variable among Generation Z baristas employed in coffee shops throughout South Jakarta. The research addresses the growing demand for skilled baristas within the rapidly expanding coffee shop industry, which requires organizations to understand the factors that encourage employee engagement. A quantitative approach was implemented by administering structured questionnaires to a sample of 100 participants. The collected data were then processed using SEM-PLS, which was utilized to assess the robustness of the measurement model, examine the inter-variable relationships, and evaluate the mediating role of the specified variable.

The results indicate that workload and training positively and significantly affect employee engagement. Job satisfaction also demonstrates a positive and significant influence on employee engagement and partially mediates the effects of workload and training. Furthermore, workload and training increase job satisfaction when employees perceive task clarity, adequate support, and relevant skill development. This study concludes that organizations should manage workload proportionally and provide structured training programs to enhance job satisfaction and engagement. The findings offer empirical insight into how psychological and structural factors play essential roles in fostering employee engagement among young workers in the coffee shop industry.

Keywords: *Job Satisfaction, Workload, Training, Employee engagement.*

**PERAN KEPUASAN KERJA DALAM MEMEDIASI
PENGARUH BEBAN KERJA DAN PELATIHAN TERHADAP
EMPLOYEE ENGAGEMENT KARYAWAN GEN Z *COFFEE*
SHOP DI JAKARTA SELATAN**

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh beban kerja dan pelatihan terhadap *employee engagement* dengan menjadikan kepuasan kerja sebagai variabel mediasi pada karyawan Gen Z yang bekerja di *coffee shop* kawasan Jakarta Selatan. Peneliti mengangkat masalah ini karena meningkatnya kebutuhan tenaga kerja barista di tengah pesatnya perkembangan industri kopi, yang menuntut perusahaan memahami faktor-faktor yang memengaruhi keterikatan kerja. Penelitian menggunakan metode kuantitatif melalui penyebaran kuesioner kepada 100 responden. Data dianalisis menggunakan SEM-PLS untuk menilai kualitas instrumen, menguji hubungan antarvariabel, serta mengevaluasi efek mediasi.

Temuan penelitian mengindikasikan bahwa beban kerja maupun pelatihan memberikan pengaruh yang positif dan signifikan terhadap *employee engagement*. Kepuasan kerja juga berpengaruh positif dan signifikan terhadap *employee engagement* serta memediasi sebagian pengaruh beban kerja dan pelatihan. Selain itu, beban kerja dan pelatihan terbukti meningkatkan kepuasan kerja ketika karyawan merasakan kejelasan tugas, dukungan perusahaan, serta pelatihan yang relevan dengan pekerjaan. Penelitian ini menyimpulkan bahwa organisasi perlu mengelola beban kerja secara proporsional dan menyediakan pelatihan yang terstruktur agar mampu meningkatkan kepuasan kerja dan keterlibatan karyawan. Temuan ini memberikan gambaran empiris mengenai pentingnya faktor psikologis dan struktural dalam membangun *employee engagement* pada tenaga kerja muda di industri *coffee shop*.

Kata Kunci: Kepuasan Kerja, Beban Kerja, Pelatihan, *Employee engagement*.