

## **ABSTRACT**

*The National Health Insurance Program (JKN) has entered its eighth year. Increasing the number of membership, the number of uses, the number of health facilities serving JKN participants, are challenges for BPJS Kesehatan as the program manager. The company's performance needs to be improved by every employee in achieving company targets, one of which is by maintaining employee job satisfaction.*

*Employee job satisfaction at BPJS Kesehatan in the last 3 years show a fluctuating value. The lowest value is indicated by the dimension of Tasks and Roles in the Organization. Mismatched duties and roles in the organization make the employee's workload greater than the main duties and functions of his position. In fact, a workload that is too large/small will make it difficult for employees to produce innovations. Innovation has also not been produced evenly by all work units at BPJS Kesehatan. In fact, innovation is one of the things that can increase employee job satisfaction.*

*The purpose of this study was to examine the level and relationship between workload, digital innovation, and employee job satisfaction at BPJS Kesehatan. Quantitative research methods through questionnaires were addressed to a sample of 384 BPJS Kesehatan employees to determine employee perceptions related to this matter. After that, the results were descriptive analysis of the Likert scale statement and statistical analysis through SEM-PLS.*

*Findings from this study show that (1) workloads have a negative and significant effect on digital innovation, (2) digital innovation has a positive and significant effect on job satisfaction, (3) Meanwhile, workloads have no significant effect on job satisfaction, (4) Remarkably, digital innovation acts as an intervening variable of workloads to job satisfaction (full-mediation).*

*This study provides new insight into that digital innovation can be a fully mediating variable on the effect of workloads on job satisfaction. Separately, job satisfaction is not induced directly by workloads.*

**Keywords** : *Workload, digital innovation, employee satisfaction*