

The Influence of Workload and Work Environment on Employee Job Satisfaction at the Dinas Perhubungan Province Jawa Timur

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ABSTRACT

The objective of this study is to investigate how Workload and Work Environment influence job satisfaction among employees at the East Java Provincial Transportation Office. This research adopts a quantitative approach, assessing variables through a Likert scale. The sample size was determined using Slovin's formula, resulting in a sample of 65 employees from a total population of 180. Data analysis was conducted using Partial Least Squares (PLS) analysis. The results reveal that Workload significantly affects employee job satisfaction, and similarly, Work Environment also exerts a significant impact on job satisfaction.

INTRODUCTION

Employees within the Department of Transportation of East Java Province are expected to proactively address the challenges posed by globalization in the transportation sector. The responsibilities and functions of the Department are detailed in Governor Regulation No. 97 of 2021, Chapter III, Article 4, paragraphs (1) and (2). Employees must collaborate with private entities, international organizations, and foreign governments to develop strategies and policies that promote cross-border cooperation and global transportation integration. Therefore, the Department's employees require a strong focus on enhancing the quality of their human resources, emphasizing work ethics, integrity, supervision, communication, and performance.

Employee job satisfaction is a critical focus for organizations because dissatisfaction can lead to decreased performance, interpersonal conflicts, and high absenteeism, ultimately affecting production quality and causing financial losses. Hence, careful attention to employee job satisfaction is essential in human resource management. Satisfied employees are more likely to achieve and sustain high job performance. Recent increases in absenteeism may indicate low employee job satisfaction (Dimas Fajar, 2022).

Based on the researcher's findings, the frequent lateness and increased absenteeism observed within the Department of Transportation of East Java Province suggest underlying issues with employee job satisfaction. These behaviors often reflect dissatisfaction, as noted by (Mangkunegara, 2007), which correlates job satisfaction with turnover rates, absenteeism, age, job level, and company size.

One factor influencing job satisfaction is workload. According to (Maahawati, 2021), workload refers to the mental and physical effort expected from employees. In the Department of Transportation of East Java Province, employees are responsible for managing regions across East Java and handling document management for the entire region, contributing to a high workload in these divisions. There is a mutual assistance phenomenon between divisions, where employees from different units support each other to manage the workload effectively. This mutual support underscores the challenges posed by heavy workloads and highlights the importance of inter-departmental cooperation and flexibility to maintain operational efficiency.

Another factor influencing job satisfaction is the work environment. Within the Department of Transportation of East Java Province, employees perceive various aspects of their work environment. However, several issues persist, such as misplaced items and cramped spaces in offices due to unnecessary archives and scattered items, limiting movement. Additionally, rooms accommodating six employees often have only one air conditioner that frequently malfunctions, resulting in uncomfortable working conditions. The Department's location adjacent to a major highway and the presence of a soap factory nearby contribute to noise levels that affect employees' concentration at work.

These factors underscore the importance of addressing workload management and improving the work environment to enhance employee job satisfaction within the Department of Transportation of East Java Province.

THEORETICAL REVIEW

Workload

The concept of workload refers to the set of tasks or responsibilities that need to be completed by either an organizational unit or an individual in a specific timeframe. Evaluating workload is viewed as a technique for gathering insights into the efficient and effective performance of an organization or individual. This assessment is conducted systematically using methods like job analysis, workload analysis, and other managerial approaches. Additionally, workload assessment serves as a management tool aimed at gaining deeper insights into job roles through extensive research and evaluation processes. The compiled job data is intended to serve as a foundation for enhancing systems across various sectors such as institutions, management practices, and human resource management (Gupta, 2020; Dundon & Wilkinson, 2020). The concept of workload refers to the set of tasks or responsibilities that need to be completed by either an organizational unit or an individual in a specific timeframe. Evaluating workload is viewed as a technique for gathering insights into the efficient and effective performance of an organization or individual. This assessment is conducted systematically using methods like job analysis, workload analysis, and other managerial approaches. Additionally, workload assessment serves as a management tool aimed at gaining deeper insights into job roles through extensive research and evaluation processes. The compiled job data is intended to serve as a foundation for enhancing systems across various sectors such as institutions, management practices, and human resource management (Gupta, 2020; Dundon & Wilkinson, 2020).

Work Environment

According to Afandi (2018), the work environment refers to elements within the workers' surroundings that impact their task performance. It encompasses the tools they utilize, the physical environment where they operate, their work methods, and how their work affects them both individually and as part of a team.

Job Satisfaction

Bachtiar Yahya (2022) defines job satisfaction as the psychological condition that workers experience within their work environment, which can range from positive to negative based on the extent to which their needs are met. The degree of alignment between perceived desires and personal preferences determines the level of satisfaction with their job tasks. Consequently, job satisfaction serves as an evaluation reflecting individuals' sentiments about their work experience, indicating whether they feel content or discontent in their job role.

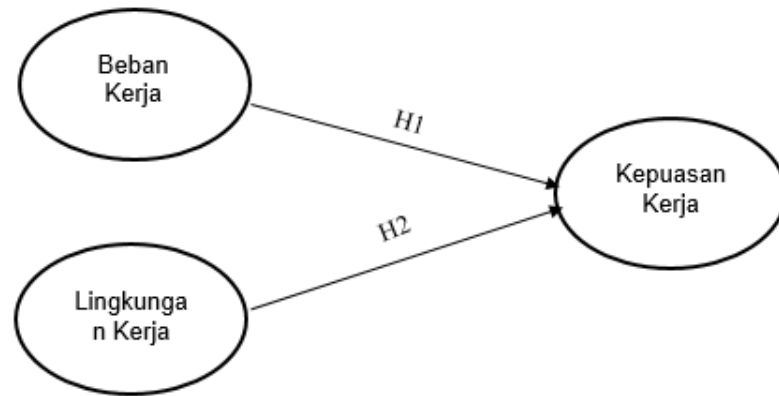


Figure 1. Conceptual Framework

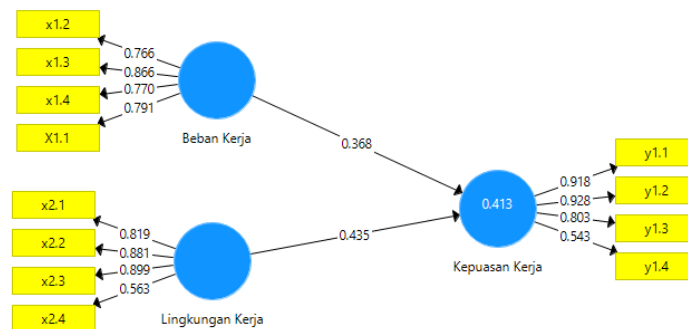
METHODOLOGY

This study utilizes a quantitative research design, employing online questionnaires distributed through Google Form as the data collection technique. The study's population consists of 180 employees. The sampling method used the Slovin's formula with a precision set at 10%, resulting in a sample size of 65 employees from the Transportation Department of East Java Province.

Variable measurement is conducted using a Likert scale with response choices ranging from 1 to 5. The analytical technique applied in this study is Partial Least Squares (PLS).

RESULTS

The validity of indicators is determined by analyzing the factor loading values from variables to their indicators. An indicator is deemed valid if its factor loading exceeds 0.5 and/or if the T-Statistic value exceeds 1.96. Factor loading signifies the correlation between the indicator and the variable, and validity is established when this correlation surpasses 0.5



Figur 2. Outer Model with Factor Loading, Path Coefficient, and R-Squre

Based on the outer model diagram, it is known that all indicators in the variables Workload (X1), Work Environment (X2), and Job Satisfaction (Y) indicate that the factor loading values are above 0.50. Therefore, the indicators are considered to exhibit good validity.

Table 1. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Beban Kerja	0.639
Kepuasan Kerja	0.661
Lingkungan Kerja	0.643

Based on the table above, the variable Workload has a value of 0.639, Job Satisfaction has 0.661, and Job Satisfaction has 0.643. These values, all exceeding 0.5, suggest that overall, the variables in this study can be regarded as having good validity

Table 2. Reliability

	Composite Reliability
Beban Kerja	0.876
Lingkungan Kerja	0.875
Kepuasan Kerja	0.883

Construct reliability, as measured by composite reliability, indicates that a construct is considered reliable if its composite reliability value exceeds 0.70, indicating consistency in measuring its latent variable. The results of the Composite Reliability testing reveal that the Workload variable has a value of 0.876, the Work Environment variable has 0.875, and the Job Satisfaction variable has 0.883. All three variables demonstrate Composite Reliability values above 0.70, indicating that all variables in this study are reliable

Tabel 3. R-Square

	R Square	R Square Adjusted
Kepuasan Kerja	0.413	0.395

The value $R^2 = 0.413$ indicates that the model can explain 41.3% of the variance in Employee Job Satisfaction (Y), influenced by independent variables such as Workload (X1) and Work Environment (X4). The remaining 58.7% of the variance is attributed to other variables not included in this study (Workload and Work Environment).

This means that while Workload and Work Environment together account for 41.3% of the variability in Job Satisfaction, there are other factors not

considered in this study that contribute to the remaining 58.7%. It underscores the importance of acknowledging other potential influencers on Job Satisfaction beyond the variables examined here.

Table 4. Path Coefficients (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Beban Kerja -> Kepuasan Kerja	0.368	0.377	0.074	4.946	0.000
Lingkungan Kerja -> Kepuasan Kerja	0.435	0.442	0.073	5.945	0.000

Based on the table above, the conclusions regarding the hypotheses are as follows:

The hypothesis suggesting that Workload negatively impacts Employee Job Satisfaction is not supported. With a path coefficient of 0.368 and a T Statistics value of 4.946, which exceeds the critical value of $Z \alpha = 0.05$ (5%) = 1.96, the relationship is statistically significant (positive).

The hypothesis that the Work Environment positively influences Employee Job Satisfaction is supported. With a path coefficient of 0.435 and a T Statistics value of 5.945, which exceeds the critical value of $Z \alpha = 0.05$ (5%) = 1.96, the relationship is statistically significant (positive).

These conclusions are based on the analysis of path coefficients and T Statistics values from the data presented in the study.

DISCUSSION

The Influence of Workload on Job Satisfaction

Based on the test results, it was found that Workload has a significant positive effect on the Job Satisfaction of employees at the Transportation Department of East Java Province. Therefore, the first hypothesis is rejected, indicating that as workload increases, job satisfaction also increases. With high capability, employees can easily complete their tasks. The difficulty and ease of tasks, as well as pride in their work, can either enhance or diminish job satisfaction.

The primary indicator of workload most positively perceived is the physical demands of the job. Even with an increase in physical demands in the workload, employees who do not feel disturbed or tired tend to show higher levels of job satisfaction. When they can handle additional physical workload without feeling fatigued, they experience significant achievements. These achievements boost their confidence and pride in their work. Furthermore, employees who remain physically fit and healthy despite facing heavy physical

demands tend to have better physical and mental well-being, contributing positively to job satisfaction. When employees demonstrate that they can manage additional physical demands without feeling tired, they often receive recognition for their resilience and dedication. Thus, despite an increase in physical workload, employees who feel undisturbed and physically fit will experience increased job satisfaction through personal achievements, physical well-being, and recognition from the work environment.

The Influence of Work Environment on Job Satisfaction

Based on the test results, it was found that Work Environment has a significant positive effect on the Job Satisfaction of employees at the Transportation Department of East Java Province. Therefore, it can be concluded that as the Work Environment improves, Job Satisfaction also increases.

The primary indicator of a positive work environment most perceived is feeling safe at work. Feeling safe at work and the work environment have a significant positive impact on employee job satisfaction. When employees feel safe both physically and psychologically at their workplace, they tend to be more focused and productive in carrying out their tasks. The belief that their work environment is safe and provides comfort allows employees to work more calmly and efficiently. Moreover, psychological safety, such as feeling respected, supported, and fairly treated by colleagues and management, also plays a crucial role. Employees who feel valued and have positive working relationships with others tend to be happier and more satisfied with their jobs.

CONCLUSIONS AND RECOMMENDATIONS

The contribution of workload to employee job satisfaction at the Transportation Department of East Java Province indicates that employees with longer tenure tend to be more skilled, enabling them to complete tasks more easily and feel satisfied. Challenging workloads that can be overcome provide a sense of accomplishment and recognition, enhancing their job satisfaction.

Work environment can contribute to enhancing employee job satisfaction at the Transportation Department of East Java Province. This means that a conducive work environment, one that is supportive and positive, can ensure employee job satisfaction.

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