

The Effect of Workload, Work Motivation and Work Environment on Employee Job Satisfaction

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ABSTRACT

Employee job satisfaction is the individual's level of satisfaction for a role or job in an organization. Researchers have pointed out that employees with higher satisfaction tend to be more loyal and productive. This study aimed to analyze the effects of workload, work motivation, and work environment on employee job satisfaction. The research sample was 110 employees of PT. Andalan Ekspor Indonesia using the non-probability sampling technique. The research method uses SmartPLS and data for conducting this research was obtained through filling out questionnaires through Google Form. The results showed that there is a negative influence of workload on the job satisfaction of employees of PT. Andalan Ekspor Indonesia and a positive influence of work motivation and work environment on the job satisfaction of employees of PT. Andalan Ekspor Indonesia.

Keywords: *Workload, Work Motivation, Work Environment, Job Satisfaction*

1. INTRODUCTION

In facing global trade competition, especially in the provision of services, companies must have quality human resources to operate and provide the best service. Companies started considering their employees as the most

important and valuable assets and found out that a satisfied and motivated employee is the one who makes a difference in organization and makes their companies successful and

effective compared to their counterpart [1]. Companies that realize the importance of employee performance for its sustainability must pay attention to the rights, obligations, and job satisfaction of their employees. Nevertheless, in reality, there are still many companies that pay less attention to employee job satisfaction, even though according to employees, job satisfaction is a very crucial factor because feeling satisfied will determine positive behavior towards their work, for example, the level of discipline and morale that tends to be higher [2]. Moreover, employees who are satisfied with their work will do their best to get the most out of it to complete their tasks and will undoubtedly support the productivity gains that the company expects [3].

In addition, the satisfaction felt by employees must be maintained by the company to support the organization's life; many things can affect job satisfaction, one of which is when employees feel the balance of the workload provided. However, in practice, many companies provide an unbalanced workload. Employee job satisfaction determines an employee's success in fulfilling a particular workload. Excessive work can have a negative impact on job satisfaction. On the other hand, a light workload can also affect employee job satisfaction [4]. In addition, [5] stated that job satisfaction obtained at an appropriate salary will motivate them to work better for their company. The level of work motivation of each employee can be seen from the employees' level of satisfaction; the more satisfied employees are with the company, the higher their motivation in carrying out all their work. Of course, employees expect a salary that follows the workload given because a workload that is balanced with salary will make employees more enthusiastic at work. So that in addition to workload, work motivation can also affect employee job satisfaction.

Companies can pay attention to employees and keep employees as one of the company's assets, then the rights of these employees can be fulfilled so that it is followed by increased satisfaction [6]. High employee job satisfaction can be achieved by being balanced with the provision of proper work motivation by the company's management and supported by facilities and infrastructure that support all activities needed by employees and the company. Companies need to pay attention to employees with a maintenance system for the level of needs and welfare to achieve the goals set by the company. Inappropriate maintenance systems such as lack of attention to employees, low salaries, and a non-conducive work environment can result in low employee performance and even reduce employee job satisfaction with the company. The interaction carried out by employees in the work environment is an inseparable thing in carrying out the obligations and workload given. Motivation and work environment can influence employee job satisfaction and morale. With a comfortable work environment, the relationship between employees will run smoothly, so the performance provided will also be maximized. On the other hand, if the work environment is filled with chaos and unhealthy competition, saturation will occur, reducing work motivation and affecting employee job satisfaction [7]. This makes the work environment also has a role in shaping employee job satisfaction in a company.

Companies providing workload to employees should also pay attention to the employee's work environment. Companies need to provide a sense of security and comfort to employees in the workplace [8]. In addition, the work environment has a positive and significant impact on employee job satisfaction. A good and conducive work environment enables employees to work optimally, healthy, happy, safe, and efficiently [9].

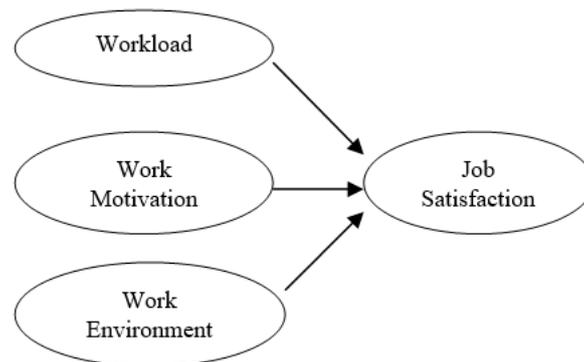


Figure 1 Research Model

2. LITERATURE REVIEW

The workload is an opportunity given to employees to learn and develop faster [10]. A workload is several activities that employees must complete within a certain period that can affect employee performance [11]. Overwork can cause physical and mental fatigue and headaches and show psychological reactions such as indigestion and impotence. In addition, some employees want to face challenges in the workplace, and successfully overcoming these challenges is a determinant of job satisfaction [4]. On the other hand, lack of work can lead to boredom and monotonousness. If employees get too little work in their daily life, get bored, and ignore their work, it can cost them and affect the productivity of your employees [12].

Work motivation is a process needed to generate enthusiasm for work so that employees make every effort to achieve individual and organizational goals [5]. Work motivation comes from within and outside the individual to initiate work-related behavior [13]. The key to success at work is to focus on the perspective of motivation and make each individual is attracted to and energized by the task itself [14]. People can be motivated by the nature of their work [15]. Motivation can affect people's abilities and knowledge [16]. Therefore, through mastery and performance goals, motivation will focus on the individual instead of the work. [17].

The work environment is something that surrounds employees and can affect them performing tasks entrusted to them. [18]. A supportive work environment helps employees do their jobs more efficiently and use their available knowledge, skills, abilities and resources to deliver high quality services [19].

Job satisfaction is a person's overall attitude toward work and shows the difference between compensation and the amount of money they deserve [9]. Employee job satisfaction is a term used by employees to describe whether they are satisfied with their desires and needs in the workplace. Many measures support employee achievement targets as a factor in a positive work ethic. Factors that contribute to employee satisfaction include respect for employees, awards for regular employees, staff development, providing above-average benefits and rewards, Employee benefits and company activities, including active management of goal indicators and expectations of success. An important factor in employee satisfaction is the satisfaction of employees and the needs of employers. Otherwise, it is useless for the employer to provide an environment that satisfies their employees [20].

3. RESEARCH METHODS

The population in this study were employees of PT. Andalan Ekspor Indonesia. Sampling was used convenience sampling technique that is 110 employees involved. In this research, data were collected by questionnaires. The questionnaires are distributed to respondents who meet predefined criteria through the distribution of digital forms. The workload indicators used in the questionnaire are sourced from [21]. While the indicators of work motivation indicators are sourced [22]. The work environment is sourced from [23]. Moreover, indicators of job satisfaction are sourced from [9]. In this study, the collected data from respondents were analyzed using partial least squares (PLS), one of the data analysis methods using structural equation modeling (SEM). PLS-SEM follows two assessment steps: a measurement model (outer model) and a structural model (inner model). The first step refers to the specifications of the formative and reflective measurement models. If the measurement model test is appropriate, the second step is to re-analyze the structural model test to find out the relationships between the variables. Validity tests measure outer models by testing for convergent validity (AVE values) and discriminate validity (cross-loading). Internal consistency testing (composite reliability) and indicator reliability (loading factor) were carried out to verify reliability. The coefficient of determination (R²) and predictive relevance (Q²) were tested to test the structural model. Meanwhile, path analysis (path coefficients), effect size (f²), and significance test (t-test and p-value) were performed to test the research hypothesis.

4. RESEARCH RESULTS AND DISCUSSIONS

This study involved 110 employees of PT. Andalan Ekspor Indonesia respondents. 63% of respondents are female, and 48% are male. The majority of respondents are around 21 to 25 years old, have the latest bachelor's education, and have worked 2 to 3 years. The validity test will be fulfilled if both validity criteria have met the requirements, namely, convergent validity and discriminant validity [24]. Convergent validity measures the extent to which a measuring instrument is positively related to other measuring instruments used to measure the same construct. The practical rule used to determine convergent validity is to look at the Average Variance Extracted (AVE) value. When the condition of the AVE value of each variable is greater than 0.50 (AVE > 0.50), then that variable can be included (Bagozzi & Yi, 1988).

Table 1 Average Variance Extracted (AVE) Results

Variable	AVE
Workload	0.773
Work Motivation	0.783
Work Environment	0.878
Job Satisfaction	0.762

Meanwhile, for discriminant validity there are two measures proposed, namely, cross-loadings and Fornell-Larcker. The cross-loadings condition is an indicator that the outer loading on the related construct must be greater than all the loads on other constructs, while the Fornell-Larcker condition is that the square root of the AVE of each construct must be greater than the highest correlation with other constructs. The cross-loadings values are valid because the related constructs are greater than all the loads on other constructs. In contrast, Fornell-Larcker is valid because each construct is already greater than its highest correlation with other constructs.

The reliability test into two criteria that need to be evaluated: internal consistency reliability and indicator reliability. In internal consistency reliability, a measure needs to be considered, namely composite reliability. The composite reliability value of 0.60 to 0.70 is acceptable, while 0.70 and 0.90 can be considered satisfactory. So, the composite reliability value limit is 0.60 (> 0.60). While the reliability indicator (Hair et al., 2014) suggests that the outer loading indicator must be above 0.708 (because the square of 0.7082 is equal to 0.50). However, in early-stage scale development studies, the value of the loading factor of 0.5 - 0.6 is considered sufficient (Chin, 1998).

Table 2 Composite Reliability Results

Variable	Composite Reliability
Workload	0.931
Work Motivation	0.956
Work Environment	0.966
Job Satisfaction	0.941

The reliability analysis results in this study were measured by composite reliability. The results of composite reliability value for each variable is greater than 0.6, so every statement used to measure each variable is reliable.

Table 3 Effect Size Test Results

Variable	f^2
Workload	0.160
Work Motivation	0.347
Work Environment	0.454

Based on the effect size test results, it is found that work environment (0.454) has the largest influence on the employee job satisfaction variable, while both workload (0.160) and work motivation (0.347) have moderate influence on employee job satisfaction. Furthermore, based on goodness-of-fit (GoF) tests, it can be concluded that the model in this study has a relatively high agreement level of 0.821.

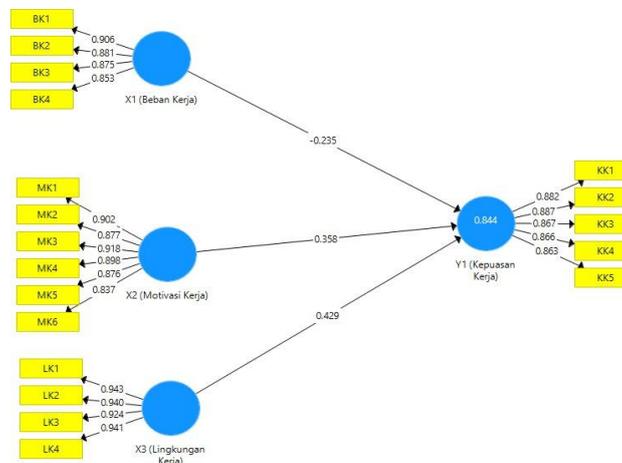


Figure 2 Inner Model Analysis Results

Based on the results of testing the coefficient of determination (R^2), it is explained that the R-Square value for the employee's job satisfaction variable is 0.844. The interpretation of this value shows that 84.4% of dependent variables such as job satisfaction can be explained by independent variables in this study, such as workload, work motivation, and work environment. The results of the predictive relevance test (Q2) concluded that 0.628 is greater than 0 (> 0), means the constructed relationships of the variables studied are considered relevant in measuring the research model that has previously been formed.

Table 4 Path Coefficients Test Result

	Original Sample	t-Statistics	p-Values
Workload → Job Satisfaction	-0.235	4.501	0.000
Work Motivation → Job Satisfaction	0.358	4.008	0.000
Work Environment → Job Satisfaction	0.429	4.787	0.000

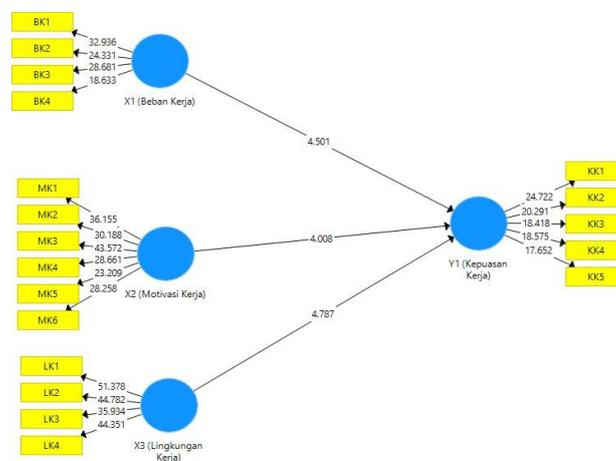


Figure 3 Bootstrapping Results

Based on the hypothesis testing done by the researcher, the researcher can conclude that workload has a negative and significant effect on employee job satisfaction. That is to say, the more workload employees are given, the less satisfied an employee is at work. Conversely. The more proportional the workload, the better that's mean, the higher the level of employee job satisfaction and will affect the performance of each employee and ultimately affect the company's overall performance. The results of the research that the company does not provide a job target that is too high, unpleasant working conditions, the use of working hours outside of working hours, and high job demands. The results of this test are under the previous result which states the same thing [25].

Besides, the work motivation variable has a positive and significant effect on employee's job satisfaction. If the work is done correctly and the needs of the employees are met, it will contribute to job satisfaction. High work motivation can be because the company has paid attention to fulfilling primary needs and employee's job satisfaction, employee health and safety, career guarantees, awards, and a harmonious relationship with colleagues and leaders. This result supports previous research that work motivation has a positive and significant effect on job satisfaction [7].

Furthermore, the work environment variable has a positive and significant effect on employee job satisfaction. If the work environment felt by employees is good, then job satisfaction will increase. Employees feel that the work equipment in the office has made their work easier and lightened up. The air circulation, lighting, and temperature in the workspace are suitable to create comfortable working conditions, and there is a good working relationship between co-workers and leaders. The influence of the work environment on job satisfaction should encourage companies to improve the work environment, such as providing facilities such as restrooms, prayer rooms, and adequate health facilities. The results of this test are under the previous result which states the same thing [26].

5. CONCLUSIONS

Based on the discussion that has been described in the previous section, it can be concluded that: (1) Workload has a negative influence on employee job satisfaction of PT. Andalan Ekspor Indonesia, (2) Work Motivation has a positive influence on employee job satisfaction of PT. Andalan Ekspor Indonesia, and (3) Work Environment has a positive influence on employee job satisfaction of PT. Andalan Ekspor Indonesia.

Companies must pay attention to the provision of a proportional workload such as by the capacity of employees' abilities, realistic targets, available time capacity, and working conditions to make employees not overloaded and encourage employees to increase satisfaction and performance. To increase employee satisfaction, organizations need to consider a reasonable daily workload.

In addition, the company also needs to maintain the motivation that has been given to its employees by paying attention to the fulfilment of employees' primary needs, occupational health and safety, career security, harmonious relationships with colleagues and leaders, giving awards, and paying attention to employee job satisfaction. A better understanding of employee's motivation helps their managers to understand what keeps employees motivated at a workplace which is beneficial for the effective functioning of the organizations.

Researchers also suggest that companies pay attention to work environment factors, mainly providing services to employees such as bathrooms, prayer room, and health facilities.

Thus, employees will feel valued and satisfied at work. Employee performance will also increase along with increasing employee job satisfaction.

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