

THE EFFECT OF WORKLOAD AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATOR

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Abstract

This study investigates the influence of workload and work environment on employee performance with job satisfaction as a mediating variable in the Directorate General of Training and Productivity Development, Ministry of Manpower of Indonesia in 2025. Using a quantitative approach, data were collected through structured questionnaires from 100 civil servants selected by convenience sampling. Structural Equation Modeling (PLS-SEM) was employed to analyze relationships among variables. Results indicate that workload positively affects both job satisfaction and employee performance, while the work environment significantly influences job satisfaction but does not directly affect performance. Job satisfaction plays a critical mediating role in linking workload and work environment to performance outcomes. The findings underline that an appropriate workload and supportive work environment enhance employee satisfaction, which in turn boosts performance. This study highlights the importance of managing workload and workplace conditions to improve public sector employee productivity. Limitations include a single-agency focus and cross-sectional design. Future research should explore broader contexts using longitudinal and probabilistic sampling methods.

Keywords: *Workload, Work Environment, Job Satisfaction, Employee Performance*

Abstrak

Penelitian ini mengkaji pengaruh beban kerja dan lingkungan kerja terhadap kinerja pegawai dengan kepuasan kerja sebagai variabel mediasi di Direktorat Jenderal Pembinaan Pelatihan dan Produktivitas, Kementerian Ketenagakerjaan Republik Indonesia tahun 2025. Dengan pendekatan kuantitatif, data dikumpulkan melalui kuesioner terstruktur dari 100 pegawai negeri sipil yang dipilih secara konvensional. Pemodelan Persamaan Struktural (PLS-SEM) digunakan untuk menganalisis hubungan antar variabel. Hasil penelitian menunjukkan bahwa beban kerja

berpengaruh positif terhadap kepuasan kerja dan kinerja pegawai, sementara lingkungan kerja berpengaruh signifikan terhadap kepuasan kerja tetapi tidak secara langsung memengaruhi kinerja. Kepuasan kerja memainkan peran mediasi yang krusial dalam menghubungkan beban kerja dan lingkungan kerja dengan capaian kinerja. Temuan penelitian ini menggarisbawahi bahwa beban kerja yang tepat dan lingkungan kerja yang suportif meningkatkan kepuasan pegawai, yang pada gilirannya mendorong kinerja. Penelitian ini menyoroti pentingnya pengelolaan beban kerja dan kondisi tempat kerja untuk meningkatkan produktivitas pegawai sektor publik. Keterbatasan penelitian ini antara lain fokus pada satu instansi dan desain cross-sectional. Penelitian selanjutnya sebaiknya mengeksplorasi konteks yang lebih luas dengan menggunakan metode pengambilan sampel longitudinal dan probabilistik.

Kata Kunci: *Beban Kerja, Lingkungan Kerja, Kepuasan Kerja, Kinerja Karyawan*

Introduction

a. Background

In the current era of globalization and bureaucratic transformation, the demand for high-quality public services has become a major challenge for government institutions worldwide. Government agencies are required to establish effective and efficient work systems to meet public expectations while maintaining accountability. The Directorate General of Manpower Placement and Expansion of Employment Opportunities (Ditjen Binapenta and PKK) under the Ministry of Manpower of the Republic of Indonesia plays a strategic role in managing labor placement and expanding employment opportunities. Optimizing the performance of this directorate requires high employee performance and an adequate level of job satisfaction (LAKIP Ditjen Binapenta and PKK, 2024).

In 2024, Ditjen Binapenta and PKK employed 534 staff members with diverse classifications, comprising 280 civil servants (PNS), 45 government employees with work agreements (P3K), and 209 non-ASN employees (LAKIP Ditjen Binapenta and PKK, 2024). Despite various efforts, the achievement of the Directorate's key performance indicators (KPIs) during 2022–2024 has shown instability. For instance, the contribution of labor placement to job creation and the evaluation score of the Government Agency Performance Accountability System (SAKIP) remain below the targeted expectations.

These variations in achievement indicate issues in human resource management. Such problems may be related to excessive workload, an unsupportive work environment, and low job satisfaction among employees. Workload, in particular, emerges as a critical

factor influencing both employee performance and well-being. This factor thus warrants close attention in analyzing the performance of Ditjen Binapenta and PKK.

b. Research Questions

Considering the aforementioned background, this research presents the following research questions:

1. Does workload have an influence on job satisfaction?
2. Does the work environment have an influence on job satisfaction?
3. Does workload have an influence on employee performance?
4. Does the work environment have an influence on employee performance?
5. Does job satisfaction have an influence on employee performance?
6. Does workload affect employee performance through job satisfaction?
7. Does the work environment affect employee performance through job satisfaction?

Literature Review

1. Grand Theories

The Two-Factor Theory proposed by (Frederick Herzberg (1996) is regarded as one of the most influential motivation theories in organizational behavior studies. This theory distinguishes between two categories of factors that influence job satisfaction, namely motivators (internal) and hygiene factors (external).

Motivators include aspects such as achievement, responsibility, recognition, and opportunities for growth. In contrast, hygiene factors consist of salary, working conditions, supervision, interpersonal relationships, and company policies. When hygiene factors are not adequately fulfilled, job dissatisfaction may arise; however, their presence alone does not necessarily enhance job satisfaction.

2. Concept of Workload

According to Hutabarat (2021), workload refers to the set of tasks that must be completed by an organizational unit or an individual within a specific period, encompassing physical, mental, and emotional aspects. In general, workload can be

understood as the total amount of work that employees are required to accomplish within a given timeframe by utilizing their skills and potential.

3. Concept of Work Environment

The work environment refers to the physical and non-physical conditions surrounding employees, including work methods and organizational arrangements, which influence their performance. It covers aspects such as lighting, temperature, noise, interpersonal relationships, and safety. A supportive environment fosters motivation, reduces conflict, and encourages employees to stay engaged and perform optimally Sedarmayanti (2019).

4. Concept of Job Satisfaction

(Robbins & Judge (2023) define job satisfaction as a positive feeling toward one's job that arises from evaluating its characteristics. Employees with high job satisfaction tend to hold positive perceptions of their work, while those with low satisfaction experience negative feelings. More broadly, job satisfaction can also be understood as an emotional state reflecting the extent to which an individual's expectations, needs, and values are fulfilled through their job.

5. Concept of Employee Performance

According to Henry Simamora (2019), employee performance refers to the responsibility for one's work and the results achieved, which are influenced by commitment, experience, motivation for growth, and competence. Robbins & Judge, (2023) further highlight that performance encompasses not only outcomes but also behaviors that support organizational processes, such as collaboration and adaptability. In summary, employee performance can be defined as the quality and quantity of work accomplished by employees in accordance with their duties and responsibilities within a given period.

6. Prior Research

Previous studies emphasize that workload, work environment, and job satisfaction significantly influence employee performance. Adha (2021) found a positive effect of workload on job satisfaction, while Prasetyo (2021) and Kurniaty (2021) revealed that the work environment enhances performance. Sapar (2022) stated that job satisfaction and motivation positively affect performance, whereas Fil Jannah (2021) highlighted the simultaneous influence of workload and work environment. Furthermore, Apriana & Edris (2021) discovered that workload negatively affects performance through job satisfaction, and Neksen et al., (2021) underlined the role of workload and working hours in shaping performance. Overall, these findings are consistent with Mangkunegara (2015), who defined employee performance as the quality and quantity of work achieved by an employee in carrying out tasks and responsibilities.

7. Conceptual Framework and Hypotheses

Considering the established theories and prior investigations, this study puts forward the following hypotheses:

- H1 : Workload has an effect on job satisfaction.
- H2 : Workload has an effect on employee performance.
- H3 : Job satisfaction has an effect on employee performance.
- H4 : Work environment has an effect on job satisfaction.
- H5 : Work environment has an effect on employee performance.
- H6 : Workload affects employee performance through job satisfaction.
- H7 : Work environment affects employee performance through job satisfaction.

Research Methodology

This study employs a quantitative approach with a causal design to examine cause-and-effect relationships among the variables. The research population consists of all civil servants at the Directorate General of Manpower Placement and Expansion of Employment Opportunities (Ditjen Binapenta and PKK), Ministry of Manpower of the

Republic of Indonesia, in 2025, totaling 325 individuals. The research sample comprises 100 respondents, selected using a random sampling technique.

Primary data were collected through a Likert scale questionnaire (1–5) designed to measure respondents' perceptions of the indicators for each variable. Prior to use, the research instrument was tested through both the outer model and inner model. In the outer model, convergent validity was assessed using outer loading and AVE, while discriminant validity was evaluated through cross loading, HTMT, and the Fornell-Larcker criterion. Instrument reliability was tested using Cronbach's Alpha and Composite Reliability, whereas potential multicollinearity was examined using Collinearity Statistics (VIF) in the outer model.

Data analysis was conducted using PLS-SEM with the aid of SmartPLS software. This method was chosen due to its suitability for small sample sizes and its non-reliance on normality assumptions. Once the outer model evaluation was confirmed, the next stage was the inner model assessment. At this stage, the analysis included testing the inner model VIF, R-Square, Effect Size (f^2), Q^2 predictive relevance, and finally, significance testing to evaluate the research hypotheses.

Result and Discussion

1. Result of Data Analysis

In the outer model testing, all indicators and variables were found to meet the established criteria for validity and reliability. This was demonstrated by loading factor values exceeding 0.70, AVE greater than 0.50, CR above 0.70, cross loading values higher than 0.70, HTMT below 0.90, and Cronbach's Alpha greater than 0.70. Accordingly, the research instrument was deemed appropriate and valid for measuring the respective indicators and variables.

In the inner model testing, the results related to the research hypotheses were obtained as follows:

- Effect of Workload (X1) on Job Satisfaction (Z): The path coefficient was 0.284, with a t-statistic of 3.516 and a p-value of 0.000. Since the t-statistic exceeds 1.96 and the p-value is ≤ 0.05 , H1 is accepted.

- Effect of Workload (X1) on Employee Performance (Y): The path coefficient was 0.183, with a t-statistic of 2.276 and a p-value of 0.023. As the t-statistic exceeds 1.96 and the p-value is ≤ 0.05 , H2 is accepted.
- Effect of Job Satisfaction (Z) on Employee Performance (Y): The path coefficient was 0.611, with a t-statistic of 6.723 and a p-value of 0.000. As the t-statistic exceeds 1.96 and the p-value is ≤ 0.05 , H3 is accepted.
- Effect of Work Environment (X2) on Job Satisfaction (Z): The path coefficient was 0.624, with a t-statistic of 8.490 and a p-value of 0.000. Since the t-statistic exceeds 1.96 and the p-value is ≤ 0.05 , H4 is accepted.
- Effect of Work Environment (X2) on Employee Performance (Y): The path coefficient was 0.068, with a t-statistic of 0.705 and a p-value of 0.481. As the t-statistic does not exceed 1.96 and the p-value is not ≤ 0.05 , H5 is rejected.
- Effect of Workload (X1) on Employee Performance (Y) through Job Satisfaction (Z): The path coefficient was 0.174, with a t-statistic of 3.080 and a p-value of 0.002. As the t-statistic exceeds 1.96 and the p-value is ≤ 0.05 , H6 is accepted (Partial Mediation).
- Effect of Work Environment (X2) on Employee Performance (Y) through Job Satisfaction (Z): The path coefficient was 0.382, with a t-statistic of 5.280 and a p-value of 0.000. Since the t-statistic exceeds 1.96 and the p-value is ≤ 0.05 , H7 is accepted (Full Mediation).

2. Discussion

The results provide an overview of workload, work environment, job satisfaction, and employee performance at the Directorate General of Manpower Placement and Expansion (Ditjen Binapenta). The discussion of the findings is as follows:

- a. The work environment has a positive and significant effect on job satisfaction (path coefficient 0.365; T-statistic 4.128; p-value 0.000). A conducive working condition at Ditjen Binapenta, including adequate facilities, harmonious work relationships, and supervisor support, enhances employee satisfaction. This finding aligns with

Frederick Herzberg, (1996) theory and Lestari (2022), although it differs from Sari & Nugroho, (2021) due to organizational and cultural differences.

- b. Workload has a positive and significant effect on employee performance (path coefficient 0.183; T-statistic 2.276; p-value 0.023). Clearly defined tasks that match employee competencies encourage timely task completion and improve efficiency. This finding is consistent with Fil Jannah (2021) but contrasts with Cesilia & Kosasih (2024), who reported that high workload reduces performance, likely because workload management mechanisms at Ditjen Binapenta are better implemented.
- c. Job satisfaction positively and significantly affects employee performance (path coefficient 0.611; T-statistic 6.723; p-value 0.000), making it the most dominant factor in improving performance. Satisfaction derived from rewards, work relationships, development opportunities, and work conditions drives motivation, loyalty, and employee engagement. This finding aligns with Herzberg's Two-Factor Theory (1966) and is supported by the relatively stable workforce at Ditjen Binapenta, allowing job satisfaction to directly enhance performance.
- d. The work environment also has a positive and significant effect on job satisfaction (path coefficient 0.624; T-statistic 8.490; p-value 0.000), making it a key determinant of employee satisfaction. Employees working in safe, comfortable, orderly, and harmonious conditions tend to be more satisfied, both physically and psychologically. This aligns with the Work Environment theory Schultz & Schultz (2020) and the study by Sapar (2022), though it contrasts with Annatasya & Rosalina (2022) in remote work settings. At Ditjen Binapenta, most tasks are performed face-to-face, making the quality of the physical environment crucial for enhancing satisfaction.
- e. The work environment has a positive but not significant effect on employee performance (path coefficient 0.068; T-statistic 0.705; p-value 0.481). This is consistent with Baron & Kenny (1986) mediation model, which suggests that the influence of the work environment on performance is often indirect through variables such as job satisfaction. The indirect effect shows that the work environment positively and significantly affects performance through job

satisfaction (path coefficient 0.382; T-statistic 5.280; p-value 0.000). In Ditjen Binapenta, administrative-oriented work makes psychological and social factors, like job satisfaction, more decisive for performance than physical factors. Thus, the work environment supports performance improvement indirectly through employee satisfaction.

- f. Workload has a positive and significant effect on employee performance through job satisfaction (path coefficient 0.174; T-statistic 3.080; p-value 0.002), indicating a significant mediating effect at the 1% level. Workload that is proportional and aligned with employee capacity enhances satisfaction, motivates employees, and positively impacts performance. This finding is consistent with Robbins & Judge (2023) and Apriana & Edris (2021), emphasizing that job satisfaction mediates the relationship between work demands and performance outcomes. At Ditjen Binapenta, evaluating workload distribution, providing employee training, and ensuring support from supervisors and colleagues are essential strategies to enhance performance through job satisfaction.
- g. The work environment has a positive and significant effect on employee performance through job satisfaction (path coefficient 0.382; T-statistic 5.280; p-value 0.000), classified as full mediation. This indicates that comfort, safety, social support, and adequate facilities increase employee satisfaction, which in turn motivates more effective and productive work. Although the direct effect of the work environment on performance is not significant, its impact is evident through job satisfaction. This aligns with Herzberg's Two-Factor Theory (1966) and Luthans (2006), emphasizing that hygiene factors improve job satisfaction, which subsequently drives performance. At Ditjen Binapenta, improving both the physical and non-physical work environment is a key strategy for indirectly enhancing employee performance through job satisfaction.

Conclusion and Recommendation

1. Conclusion

- a. Workload has a positive and significant effect on job satisfaction among employees at Ditjen Binapenta.
- b. Workload has a positive and significant effect on employee performance at Ditjen Binapenta.
- c. Job satisfaction has a positive and significant effect on employee performance at Ditjen Binapenta.
- d. Work environment has a positive and significant effect on job satisfaction among employees at Ditjen Binapenta.
- e. Work environment does not have a significant direct effect on employee performance at Ditjen Binapenta.
- f. Job satisfaction partially mediates the effect of workload on employee performance at Ditjen Binapenta.
- g. Job satisfaction fully mediates the effect of work environment on employee performance at Ditjen Binapenta.

2. Recommendations

- a. For the relevant institution, it is recommended to manage workload in a more structured manner to prevent excessive work-related stress while still promoting productivity. This can be achieved by distributing tasks proportionally according to each employee's capabilities. In addition, the quality of the work environment should be improved not only in terms of physical aspects but also psychosocial aspects, such as interpersonal relationships and leadership style. Efforts can include team-building activities, discussion forums, or social events. Finally, leaders should actively monitor and enhance job satisfaction as a strategy to improve employee performance, for example, by conducting regular job satisfaction surveys or providing career development opportunities.
- b. For future research, the scope of respondents can be expanded by including different agencies or the private sector to obtain more generalizable results. Additionally, conducting longitudinal studies is recommended to observe the

ongoing dynamics of workload, work environment, and job satisfaction in influencing employee performance. Employing probability sampling methods can also strengthen the generalizability of the findings. Finally, incorporating additional mediating variables, such as work motivation or organizational culture, could provide more diverse and comprehensive insights.

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