

Work Environment and Workload on Job Satisfaction with Job Stress as an Intervening Variable on Situbondo Regency Government Employees

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ABSTRACT

A survey on job satisfaction among local government employees in Situbondo Regency revealed concerns about limited promotion opportunities and lack of involvement in the promotion process for some workers. Job satisfaction is influenced by various interconnected factors, including work environment, workload, and job stress. This study aimed to examine the direct and indirect effects of work environment and workload on job satisfaction, with job stress as an intervening variable, in the Situbondo Regency Government. The total population who became respondents in this study were 61 respondents. Since this figure represents the complete research sample, saturation sampling (census) is the sampling strategy used and employed structural equation modeling (SEM). Results indicated that both work environment and workload significantly impacted job stress and job satisfaction. However, job stress was not found to have a significant effect on job satisfaction. Additionally, the study concluded that work environment and workload, when mediated by job stress, did not significantly influence job satisfaction.

Keywords: Job satisfaction, Job stress, Work environment, Workload.



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INTRODUCTION

In today's globalized business landscape, companies must prioritize cultivating a workforce of high-quality, dedicated employees who possess both extensive knowledge and technological acumen. Recognizing that organizational success hinges on the collective contributions of its staff, forward-thinking companies strive for excellence by focusing on employee satisfaction and fulfillment. This approach begins with the hiring process and extends throughout an employee's tenure, ensuring that the needs and aspirations of each team member are met. By fostering a motivated and satisfied workforce, companies position themselves to thrive in an increasingly competitive and rapidly evolving global market. (Aruan & Fakhri, 2015).

Human capital management is one of the most fundamental elements in an organization or business. HR is also an important asset of the organization to answer the challenges of the current era of globalization in business competition. Increasingly, organizations inevitably have to survive or even have to grow. The requirements of the organization grow to survive in that organization in order to improve it, rest assured that it cannot or will not survive in deficiency. Organizations or companies need to manage human resources very well and maximally to compete. Good HR management will do that in order to have an impact on the effectiveness of the work of the Institution, and also for staff members. Increasing effectiveness, efficiency and creativity in an organization depends largely on the willingness of people in the organization or employees to contribute positively to respond to change (Mangkunegara, 2015).

HR management plays a role in helping companies achieve their corporate goals. Employees who get job satisfaction from their work will maintain high work performance, on the other hand, Employees who are dissatisfied with their jobs are likely to become unreliable over time, exhibiting increased absenteeism and diminished performance. Recognizing that the company's success hinges on each employee's contribution, it is crucial to foster excellence by prioritizing employee needs and satisfaction. (Aruan & Fakhri, 2015)

Satisfaction is an interesting issue in an organization (Andersen & Kjeldsen, 2013; Janicijević et al., 2015). Job satisfaction is a critical factor in workplace productivity and employee well-being. Job dissatisfaction can have many causes of problems that are the same for individuals and organizations. The potential that arises in the organization will have an impact on dismissal from work, skipping work and various disciplinary violations and reduce organizational productivity. From an individual point of view, the potential that arises when job dissatisfaction occurs can lead to illness and fatigue (Davidescu et al., 2020) If this happens, it can lead to small and unproductive individual job performance. Also in a variety of issues this will lead to a workload emergency in the organization. Excessive job stress can increase dissatisfaction with performance. Various factors, known as stressors, contribute to workplace stress. Factors that cause stress can come from outside or from within the organization, group and employees. Stress can be caused by a large number of activities, lack of less intelligent supervisors, limited time for tasks and responsibilities, role ambiguity, differences in personal and company goals, frustration, changes in work types and role conflicts. (Almaida and Purnomo, 2021)

Several studies published in Scopus-indexed journals provide comprehensive insights into the correlation between work environment factors (Anasi, 2020; Timms & Brough, 2013), workload (Anasi, 2020; Halepota & Shah, 2011), job stress (Dartey-Baah et al., 2020; Halepota & Shah, 2011; Harris & Fleming, 2017) and employee job satisfaction. Recent studies conducted by prominent researchers emphasize the significance of the workplace in shaping people's attitudes and contentment towards their jobs. Research articles published in Scopus journals highlight that certain elements of the workplace, such as safety measures, social assistance, and resource accessibility, play a crucial role in enhancing employees' overall job satisfaction. This study provides compelling empirical evidence, utilizing thorough data analysis to substantiate these claims.

In the context of workload, (Anasi, 2020) Published research demonstrates the significant impact of workload levels on employee job satisfaction. These studies provide a comprehensive assessment of specific workload contributors and elucidate how an imbalance between job demands and individual coping capacity can adversely affect job satisfaction. Studies in Scopus journals have also consistently identified workplace stress as a factor affecting job satisfaction (Dartey-Baah et al., 2020; Halepota & Shah, 2011; Harris & Fleming, 2017). Analysis of data published in these journals indicates that stress is not merely a consequence of unfavorable working conditions, but also acts as a crucial mediator in elucidating the relationship between work environment, workload, and job satisfaction.

Further research is needed to answer these questions and fill the remaining knowledge gaps, so as to provide a more complete and contextualized view of the complexity of the relationship between work environment, workload, stress, and employee job satisfaction. This research was conducted in the context of the Situbondo Regency Local Government.

There is currently a growing problem of job satisfaction in the regional government agency of Situbondo Regency. Considering the provisions of Regional Administration Law No. 32 of 2004, which has been amended several times, most recently by Law No. 23 of 2014 and in relation to Manpower Law No. 13 of 2003 and Law No. 39 of 2004 Placement and Protection of Indonesians. Workers and referring to Act No. 15 of 1997 as amended by Migration Law No. 29 of 2009, indicates that the role and position of the Situbondo Regency Manpower Office is one of the implementation elements of the regional autonomy of Situbondo Regency, especially according to terms. of organization. administrative matters in the labor sector (mandatory matters) and the migration sector (voluntary matters) and acts as an input institution to the regional director. Due to its position as Assistant to the Chief Executive, the Situbondo Regency Manpower Office has clear main tasks and functions in the performance of its tasks and duties as the technical implementation element of the area defined by Situbondo, the position, organizational structure, work. , descriptions and functions of Situbondo Regency and work orders refer to the 2016 Decree of the Regency No. 46. The purpose of the Employment Board is that the executive activities of government affairs in the field of employment and immigration can be carried out in intended. and measurable way. Based on the results of a survey of several Situbondo Regency Local Government (Pemda) employees as follows:

Table 1.1 Survey Results on Employee Satisfaction

No	Indicator	Survey Results
1	Workload balance with performance level	68% Satisfied
2	Salary balance	88% Feel satisfied
3	Promotion Transparency	60% Feeling satisfied
4	Quality Supervision from leaders	93% Feeling satisfied
5	Coworkers	75% Feel satisfied
6	Benefits	61% Feel satisfied

Source: Data processed by researchers (2023)

According to a survey conducted by researchers on job satisfaction factors among Situbondo Regency local government employees, it shows that many employees complain about the transparency of promotions that can only be accessed by certain people, some employees feel that they should have been included in the promotion market, but they have never received a recommendation or proposal to be promoted. In addition, the latest issue regarding performance allowances, which are generally often called Additional Income Allowances (TPP), has increased which is not comparable to the nominal allowances that were removed. Some employees really feel disappointed.

Employees feel that employee satisfaction has almost decreased in relation to several benefits that were removed with an increase in TPP that is not appropriate. Meanwhile, the workload of employees is currently quite heavy, causing work stress in employees. The findings suggest that Situbondo Regency Local Government employees experience relatively low job satisfaction, primarily influenced by workload, work environment, and occupational stress factors.

The above factors demonstrate the potential for the development of human resources through different types of support. Furthermore, if the organization fails to meet employees' specific requirements, it will encounter difficulties and challenges. The occurrence of employee requests leading to a rise in absenteeism, reduced employee productivity, labor protests, and other related events. Shows that there is unhappiness. Unsatisfied workers impede the overall effectiveness of the company. Job satisfaction and employee behavior at work have a significant and interconnected correlation. Several factors contribute to employee satisfaction at work, including the organization's

provision of growth opportunities, the establishment of a secure working environment, fair wages, adaptable organizational and management conditions, effective leadership, favorable working conditions, social aspects of work, internal factors and job fulfillment, colleagues, communication, and structure. (Hariani & Rahman Al Hakim, 2021).

The work environment refers to the surroundings of employees, which has an impact on how they perform their designated duties. The work environment consists of the physical facilities and structures in which the employees carry out their tasks. This work setting encompasses the physical space, amenities, cleanliness, lighting, and noise level provided for employees. A well-designed work environment is instrumental in fostering employee job satisfaction and enhancing productivity. With a suitable work environment, employees can effectively perform their tasks and achieve the best possible outcomes. Environmental conditions are considered favorable or suitable if individuals can perform their tasks optimally, maintain good health, ensure safety, and experience comfort. In Arifin's study in 2015.

An environment that is secure and nurturing at work creates a feeling of safety and ease, enabling employees to perform their best without experiencing stress. Excessive stress hampers an individual's capability to effectively manage their surroundings, leading to a range of stress-related symptoms that disrupt their job performance. If the employee is satisfied with the work atmosphere in their workplace, they will engage in work tasks in order to make the most of their time and enhance their job performance (Puspitasari et al., 2021).

Several research studies conducted by Amelia et al. (2018), Hariani & Rahman Al Hakim (2021), Mukson & Lubis (2022), Runtu et al. (2022), and Tumenggung Mayang et al. (2022) Empirical evidence demonstrates a significant positive correlation between work environment and job satisfaction. Nevertheless, according to recent studies conducted by Arijanto et al. (2022) and Kusumadewi (2020), The study revealed that the work environment does not significantly influence job satisfaction

Workload is one of several elements that influence an employee's level of job satisfaction. A workload refers to the set of tasks an individual or organizational unit must complete within a designated timeframe. A small workload will certainly lead to employee satisfaction. Workload can be seen from physical and mental workloads. If the workload borne by an employee is too heavy or his physical abilities are weak, it will certainly result in an obstacle at work so that the employee will feel sick because of a job. A worker must certainly be able to pay attention to his workload to get harmony at work so that it is in line with high productivity, in addition to the additional burden that comes from the work environment and work ability. (Anasi, 2020; Qomariah, 2019).

(Hardiyono et al., 2017) define workload as a strategically designed task set with defined timelines. Each task leverages specific skillsets and experience levels, fostering optimal employee engagement. Workplace stress can arise from the inherent demands of meeting deadlines, achieving high-quality results, and maintaining focus. The ideal workday maximizes employee potential by delivering a balanced challenge calibrated to individual capabilities. This approach fosters a sense of accomplishment and avoids worker fatigue. (Melati et al., 2015)

Workload has also been discussed in relation to job satisfaction. Research by (F. R. Razak et al., 2022; Wijaya, 2018) concluded that workload has a positive and significant effect on job satisfaction. However, it is different from (Melati et al., 2015; Mochklas & Mahardhika, 2018; Priyandi et al., 2020) which suggests that workload is a factor that causes feelings of dissatisfaction with the organization and leadership.

Any factor that negatively affects a person's physical or emotional well-being is considered stress. Stress is the body's response to pressure, change, emotional strain, and other things. Stress is a situation that can originate from the inside or the outside of an individual and that has an impact on

their physical or mental health. There are three categories of workplace stressors: organizational, individual, and environmental. Workplace stress can arise from an abundance of responsibilities, insufficient time to do tasks, unclear roles, inconsistencies in business principles, annoyance, and a familial atmosphere. If these issues persist, they will impact productivity. (Melati et al., 2015b)

Stress is something that almost everyone feels at some point. Although stress is generally viewed negatively, different types and levels of stress are still necessary to motivate oneself to achieve goals and successfully face life's challenges. Stress is generally experienced when a person is faced with difficult life situations, such as challenges at work or so-called work stress. (Rizki et al., 2016). If not managed properly, workplace stress can have a negative impact on an employee. One of the impacts of stress is the onset of physiological symptoms such as decreased endurance and poor health. Therefore, it is important for organizations to manage stress and stress-inducing factors for employees in carrying out their job duties. Several factors can cause stress in an employee, including excessive workload. (Rizki et al., 2022)

In addition, it also causes feelings of dissatisfaction with work, such as articles compiled by (Almaida & Purnomo, 2021; Hasrudy, 2016; Melati et al., 2015; Permatasari & Prasetyo, 2018; Rafiie et al., 2018; Sudiyanto, 2015). However, research by (Pane & Farisi, 2021; Wijaya, 2018; Yusnani & Sary, 2019) Contrary to expectations, job stress has a positive and significant effect on job satisfaction.

This study contests the validity of the Demand-Resource Model hypothesis due to insufficient available data. The Demand-Resource Model (de Lange, Taris, Kompier, Houtman, & Bongers, 2003) is one of the most thoroughly examined frameworks in the realm of occupational stress. Its central tenet is that having control over one's job can mitigate the negative effects of job demands on stress and boost job satisfaction. This is accomplished by allowing employees to undertake challenging tasks and develop new skills. Rephrasing this using artificial intelligence technology (Kain & Jex, 2010), most research on the relationship between job demands and controllability shows inconsistent outcomes. This inconsistency arises because various studies employ different variables to assess demands, controllability, and stress. Moreover, the scarcity of longitudinal studies and the model's disregard for individual worker characteristics contribute to these conflicting results (de Lange et al., 2003; Van Der Doef & Maes, 1999; der Weijden et al., 2016). To address these issues, enhancements to the model have been proposed, incorporating additional factors such as resources, self-efficacy, effective coping mechanisms, and social support (Chowhan & Pike, 2023).

This study aims to identify and explain workload, work environment, job satisfaction and job stress, which can determine the success of the current company. Therefore, in this study, an analysis of the conditions of workload, work environment, job satisfaction and job stress, which have been implemented in the company, is conducted, and it has a recognized substantial impact on the job satisfaction of government personnel in Situbondo. Based on the description above, the authors draw conclusions to conduct research with the title "**The Effect of Work Environment and Workload on Job Satisfaction of Local Government Employees with Job Stress as an Intervening Variable**", (Case Study on Local Government Employees in Situbondo).

Conceptual Framework

The purpose of this study is to provide insight into the factors measuring job satisfaction with work environment factors, workload, work stress. The model built in this study to achieve these objectives is as follows:

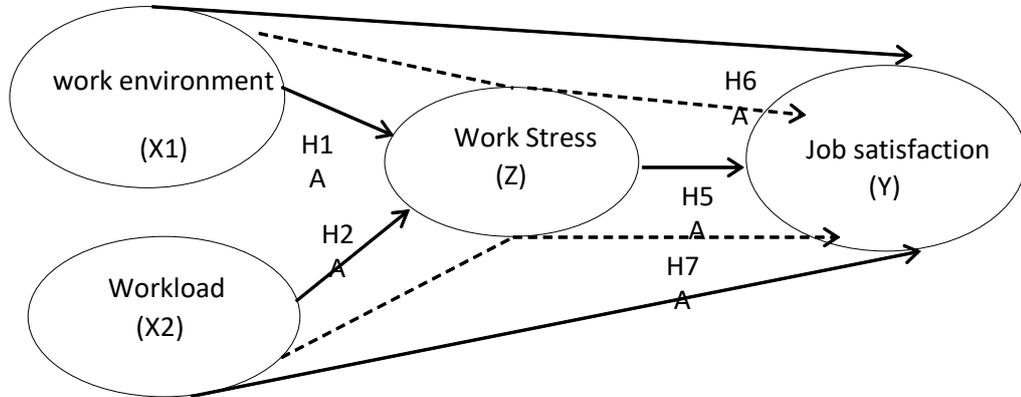


Figure 1. Conceptual framework

Description:

- > : Direct influence
- - - - -> : Indirect influence

METHODS

This research method consists of research design, population and sample, data collection techniques and data analysis techniques. The design in this study is a guide in achieving research objectives where the method used is descriptive and quantitative research. Descriptive in this study is to describe and describe the data obtained through observation, literature study and distribution of questionnaires to Bapenda employees of Jember Regency. While quantitative in this study is used as a guideline for collecting, processing and presenting the data obtained to systematically draw conclusions from the results of data processing.

The total population who became respondents in this study were 61 respondents. Since this figure represents the complete research sample, saturation sampling (census) is the sampling strategy used. After that, the data is processed using WarpPLS 7.0 software and SEM (Structural Equation Modeling) analytic procedures.

RESULTS AND DISCUSSION

Outer Model Evaluation

Validity Test

Table 3 Combined loadings and cross-loadings

	Environment	Load	Stress	Satisfaction	Type (a	SE	P value
XI.1	0.690	0.031	0.134	-0.463	Reflect	0.101	<0.001
XI.2	0.697	0.370	-0.218	0.175	Reflect	0.108	<0.001
XI.3	0.739	0.382	0.067	-0.092	Reflect	0.103	<0.001
XI.4	0.723	-0.320	0.471	0.041	Reflect	0.100	<0.001
XI.5	0.808	-0.282	-0.198	0.295	Reflect	0.097	<0.001
XI.6	0.716	0.024	-0.497	0.055	Reflect	0.111	<0.001
X2.1	-0.519	0.734	0.191	0.509	Reflect	0.103	<0.001
X2.2	0.448	0.776	0.036	-0.383	Reflect	0.098	<0.001
X2.3	-0.092	0.824	0.049	-0.030	Reflect	0.096	<0.001
X2.4	-0.214	0.741	0.012	0.082	Reflect	0.099	<0.001
X2.5	0.257	0.732	-0.114	-0.455	Reflect	0.103	<0.001

X2.6	0.130	0.712	-0.306	0.550	Reflect	0.111	<0.001
Z1	-0.038	0.148	0.758	-0.005	Reflect	0.098	<0.001
Z2	0.280	-0.105	0.780	-0.177	Reflect	0.098	<0.001
Z3	-0.221	-0.035	0.858	0.165	Reflect	0.095	<0.001
Y1	-0.236	0.159	0.078	0.839	Reflect	0.096	<0.001
Y2	-0.324	-0.284	-0.158	0.827	Reflect	0.096	<0.001
Y3	0.211	-0.019	0.200	0.860	Reflect	0.095	<0.001
Y4	-0.058	0.090	-0.094	0.889	Reflect	0.094	<0.001
Y5	0.494	0.055	-0.033	0.780	Reflect	0.101	<0.001

Source: Primary data processed 2023

The WarpPLS 7.0 calculation results in Table 3 show that each cross-loading factor value increased above 0.7 with a p-value below 0.05. Thus, the requirements of the convergent validity test are met.

Reliability Test

The purpose of reliability testing is to make sure that concept measurements can be presented consistently and impartially by the research devices being employed. The following are the outcomes of the data processing using WarpPLS 7.0:

Table 4 Reliability Test

Research	Composite reliability coefficient	Cronbach's alpha coefficient	Description
X1 Work environment	0,802	0,701	Reliabel
X2 Workload	0,759	0,759	Reliabel
Z job stress	0,841	0,716	Reliabel
Y Job satisfaction	0,912	0,878	Reliabel

Source: Primary data processed 2023

The value of the Cronbach's alpha coefficients above 0.7 and the Composite reliability coefficients serve as the basis for the reliability test. Table 4's findings demonstrate that the study's questionnaire instruments complied with the requirements of the reliability test..

Inner Model Evaluation

Calculation of Direct Influence Path Coefficient

This section provides a detailed description of each pathway in the model through the use of path analysis. Every path analyzed illustrates both the direct and indirect impacts of the work environment (X1) and workload (X2) on job stress (Z) and job satisfaction (Y) among employees of the Situbondo District Government. The value of the path coefficient is displayed in the table below:

Table 5 Path Coefficient Value of Direct Effect

No	Hypothesis	Path coefficients	P value	Description
1	Effect of work environment (X1) on work stress (Z)	0,307	0,005	Significant
2	Effect of workload (X2) on job stress (Z)	0,391	0,001	Significant
3	Effect of work environment (X1) on employee job satisfaction	0,371	0,001	Significant
4	The effect of workload (X2) on employee job satisfaction	0,394	0,021	Significant
5	The effect of job stress (Z) on employee job satisfaction (Y)	0,153	0,106	Not Significant

Source: Primary data processed 2023

The data reveals significant insights into the relationships between various work-related factors. The connection between the work environment (X1) and work stress (Z) has a path coefficient of 0.307 and a p -value of 0.005. Given that the p -value is less than the significance level ($0.005 < 0.05$), the null hypothesis (H0) is rejected, indicating a significant relationship between the work environment and job stress.

Similarly, the influence of workload (X2) on work stress (Z) was examined, resulting in a path coefficient of 0.391 and a p -value of 0.001. The rejection of the null hypothesis (H0) here ($0.001 < 0.05$) confirms that workload significantly impacts job stress.

Further analysis shows that work environment characteristics (X1) also significantly affect employee job satisfaction (Y), with a path coefficient of 0.371 and a p -value of 0.001. As the p -value is below the significance level ($0.001 < 0.05$), the null hypothesis (H0) is rejected, highlighting the significant influence of the work environment on job satisfaction.

Examining the effect of workload (X2) on employee job satisfaction (Y) reveals a path coefficient of 0.394 and a p -value of 0.021. The p -value being less than the alpha level ($0.021 < 0.05$) leads to the rejection of the null hypothesis (H0), indicating that workload significantly affects job satisfaction.

Lastly, the impact of work stress (Z) on employee job satisfaction (Y) was analyzed, yielding a path coefficient of 0.153 and a p -value of 0.106. Since the p -value exceeds the significance level ($0.106 > 0.05$), the null hypothesis is not rejected, suggesting that job stress does not have a significant effect on job satisfaction.

Indirect Influence Path

The indirect effect of the work environment (X1) on employee job satisfaction (Y) through an intervening variable is less significant than its direct effect. Specifically, the direct impact of the work environment (X1) on employee job satisfaction (Y) is 0.371, which is greater than the effect of work stress (Z), measured at 0.047. Sure, please provide the text you would like to be paraphrased, and I'll help you with that.

The direct influence of the workload variable (X2) on employee job satisfaction (Y) is 0.394, whereas the indirect effect of the workload variable (X2) on employee job satisfaction (Y), mediated by the work stress variable (Z), is 0.060. Consequently, it can be stated that work stress (Z), the work environment (X1), and workload (X2) all have an impact on employee job satisfaction (Y), although this influence is less significant than the direct effect.

Hypothesis Model

The SEM PLS model analysis findings, which include all the variables necessary for hypothesis testing, serve as the foundation for hypothesis testing. The PLS model illustrates how adding variables will increase their explanatory power for job satisfaction by including the work stress variable as a mediating variable.

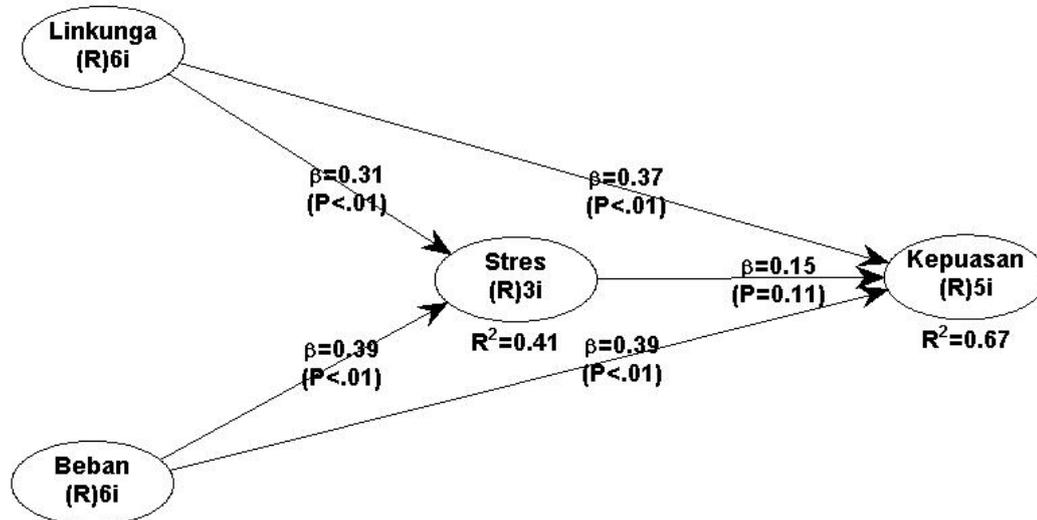


Figure 2 Path Analysis Results

Coefficient of Determination

The study examining the impact of the work environment and workload on job stress revealed an R^2 (coefficient of determination) of 0.410. This indicates that the work environment and workload together explain 41.0% of the variation in job stress. The remaining 59.0% of the variation is attributed to other factors not included in the study. Additionally, the investigation into the effects of the work environment, workload, and work stress on employee job satisfaction resulted in a coefficient of determination (R^2) of 0.672. This means that 67.2% of the variation in employee job satisfaction can be explained by these independent variables, while the remaining 32.8% is influenced by other factors outside the scope of this research.

Discussion

Effect of Work Environment on Work Stress

The path coefficient value for the effect of the work environment variable (X1) on work stress (Z) is 0.307, according to the test results, with a p-value of 0.005. The null hypothesis (H_0) is rejected because the p-value is less than the alpha level ($0.005 < 0.05$), suggesting a significant relationship between the work environment (X1) and job stress (Z). This indicates that enhancing the work environment will lead to a reduction in employees' job-related stress levels. On the flip side, a poorer work environment leads to increased work-related stress. Based on these findings, it can be concluded that the work environment is one of the factors influencing work-related stress. Thus, the Situbondo Regency Regional Government Office should focus on improving the quality of the work environment to alleviate employee stress. Here are a few measures that the Situbondo Regency Regional Government Office can take to enhance the quality of the work environment: (1) Upgrade work facilities and infrastructure to adequate levels. Establishing a supportive and pleasant workplace. (3) Foster better cooperative and amiable relationships among employees. (4) Fostering a constructive work environment. Through these actions, the Situbondo Regency Local Government Office can foster an improved work environment and decrease employee stress levels. This can enhance employee productivity and performance. The findings of this study align closely with earlier research by Puspitasari et al. (2021), Rizki et al. (2016), and Setyowati & Ulfa (2020), which concluded that the work environment positively and significantly impacts work stress.

Effect of Workload on Work Stress

The analysis of workload's impact on job stress yields compelling insights. With a path coefficient of 0.391 and a p-value of 0.001 (< 0.05), we confidently reject the null hypothesis, unveiling a

significant relationship between workload (X2) and job stress (Z). This correlation suggests a direct proportionality: as workload intensifies, so does work-related stress, and vice versa. These findings illuminate workload as a key contributor to occupational stress, presenting a critical challenge for the Situbondo Regency Regional Government Office. To address this, the office must implement strategic measures to alleviate employee burden: (1) Conduct periodic workload assessments to maintain equilibrium. (2) Optimize resource allocation, encompassing human capital, financial assets, and infrastructural support. (3) Streamline workflows to enhance operational efficiency and effectiveness. By adopting these strategies, the Situbondo Regency Government Office can create a more balanced work environment. This approach promises to not only boost individual productivity and performance but also elevate organizational efficacy.

Interestingly, this study corroborates previous research by Melati et al. (2015), Nurcahyawati (2017), Rizki et al. (2016), Rizky & Afrianty (2018), and Setyowati & Ulfa (2020), all of which established a positive and significant correlation between workload and job stress. In conclusion, this research underscores the imperative for organizations to vigilantly monitor and manage workload distribution. By doing so, they can foster a healthier, more productive workplace, ultimately driving both employee satisfaction and organizational success.

Effect of work environment on employee job satisfaction

The impact of the work environment (X1) on employee job satisfaction (Y) was examined, revealing a path coefficient of 0.371 and a p -value of 0.001. Since the p -value is less than α ($0.001 < 0.05$), we reject H_0 , suggesting a significant influence of the work environment (X1) on employees' job satisfaction (Y). This suggests that if H_3 is validated, or if it is confirmed that the work environment at the Situbondo Regency Regional Government Office is conducive, there will be a substantial effect on employee job satisfaction. Sure, I'd be happy to help. Please provide the text you want paraphrased.

The work environment consists of tools and elements that shape the setting in which an individual operates, outlining both individual and group dynamics in the workplace (Sedarmayanti, 2001). Humans will have the ability to adjust to the prevailing environmental conditions. Similarly, individuals cannot be isolated from various factors while they are working, particularly the conditions under which they operate, known as the work environment. Therefore, companies need to cultivate a work environment that positively influences their employees' professional activities, as employees are among the most valuable assets a company can have. If the company can foster a positive work environment, job satisfaction remains high since the company continues to address the needs of employees to perform effectively. Work environment conditions are considered favorable when individuals can perform their tasks optimally, healthily, comfortably, and safely.

Research conducted by Amelia et al. (2018), Hariani and Rahman Al Hakim (2021), Mukson and Lubis (2022), Runtu et al. (2022), and Tumenggung Mayang et al. (2022) has concluded that the work environment positively and significantly influences job satisfaction.

Effect of Workload on Job Satisfaction

The data indicates that the variable of workload (X2) has a path coefficient value of 0.394 and a p -value of 0.001 when examining its impact on employee job satisfaction (Y). Given that the p -value is less than α ($0.021 < 0.05$), the null hypothesis (H_0) is rejected, suggesting that workload (X2) significantly affects employee job satisfaction (Y). This suggests that within the Situbondo Regency Regional Government Office, workload has a considerable impact on employee job satisfaction, as supported by evidence or by the acceptance of hypothesis H_4 . Fahmi (2014) describes workload perception as the means by which people organize and interpret their sensory information to comprehend their surroundings. The perceived workload is connected to role factors and job characteristics. This is due to the fact that how one perceives workload is intimately connected to their job. Individuals evaluate their workload based on a series of job demands or tasks that necessitate physical and mental effort, which need to be accomplished within a specific timeframe.

The impact of this on his work can be either positive or negative. This study shows outcomes that are significantly similar to the findings of previous research conducted by (A. Additionally, Razak and colleagues (2018); F. Sure, I'd be happy to help. Please provide the text you'd like paraphrased. Razak et al. (2022) and Wijaya (2018) found that there is a positive and significant relationship between workload and job satisfaction.

Effect of Job Stress on Job Satisfaction

Based on employee job satisfaction (Y) test findings for the work stress variable (Z), the path coefficient value is 0.153 with a p -value of 0.106. H_0 is rejected because the p -value is bigger than α (0.106 > 0.05), indicating that job stress (Z) has no discernible impact on employee job satisfaction (Y). This indicates that either H_5 is rejected or the hypothesis that job stress has no impact on employee job satisfaction at the Situbondo Regency Regional Government Office is validated. This indicates that workers at the Situbondo Regency Local Government Office are not significantly less satisfied with their jobs as a result of workplace stress. There exist several explanations for why job stress does not exert a substantial influence on employees' job happiness of the Situbondo District Local Government Office.

Job stress is one of the factors that can affect employee job satisfaction, but not the only factor. Other factors that can also affect employee job satisfaction include work environment, workload, job appraisal, salary, promotion, supervision, and coworkers. The level of job stress felt by employees of the Situbondo Regency Local Government Office may not be too high. This can be caused by several factors, such as employee personality factors, social support factors, and other factors that can help employees to manage stress.

Based on these results, it can be concluded that job stress is not the dominant factor that can affect employee job satisfaction at the Situbondo Regency Local Government Office. However, job stress can still be a factor that can reduce employee job satisfaction if the stress level is too high. Therefore, the Situbondo Regency Local Government Office still needs to pay attention to job stress factors in order to increase employee job satisfaction. Here are some things that the Situbondo Regency Regional Government Office can do to reduce employee job stress:

- a. Improve the quality of the work environment.
- b. Organize workload fairly and proportionally.
- c. Improve the objectivity of job assessments.
- d. Increase promotion opportunities.
- e. Increase the effectiveness of supervision.
- f. Creating harmonious working relationships.

By doing these things, the Situbondo Regency Regional Government Office can reduce the work stress of its employees. This can increase employee job satisfaction, and can increase employee productivity and performance, and can improve organizational performance.

As for this study, there are significant differences in results with previous research conducted by (Pane & Farisi, 2021; Wijaya, 2018; Yusnani & Sary, 2019) concluded that work stress has a positive and significant effect on job satisfaction.

The Effect of Work Environment on Job Satisfaction Through Job Stress

The sixth proposition states that the intervening factor indirectly affects the employee's job satisfaction (Y) through its impact on the work environment (X1). The impact of the work environment variable (X1) on employee job satisfaction (Y) is stronger with a value of 0.371 compared to the value of job stress (Z) at 0.047. According to the data, it can be inferred that job stress does not significantly affect job satisfaction, thereby contradicting the hypothesis and suggesting that the work environment has no substantial influence on job satisfaction. Therefore, it can be concluded that although the work environment does impact job stress, job satisfaction remains unaltered for employees of the Situbondo Regency Regional Government Office. As a

result, it can be concluded that work-related stress does not directly affect one's level of job satisfaction.

Effect of Workload on Employee Job Satisfaction Through Job Stress

According to the seventh hypothesis, the workload variable (X2) has a direct influence of 0.394 on employee job satisfaction (Y), and an indirect influence of 0.060 through work stress (Z). Hence, it can be stated that job stress (Z) has a lesser impact compared to the direct effect and affects employee job satisfaction (Y) indirectly through workload (X2). This study challenges the notion that job satisfaction is not affected by workload when considering job stress. AI technology can be employed to infer that the amount of work directly impacts the stress experienced by employees at the Situbondo Regency Regional Government Office. Nevertheless, the level of job satisfaction of these employees remains unaffected by job stress. Using AI technology, it can be concluded that job stress mediates the relationship between workload and job satisfaction, implying that workload does not directly impact job satisfaction.

CONCLUSION

Based on the research findings described in Chapter IV, the conclusions in this study are as follows. The test findings demonstrate that the Situbondo Regency Regional Government Office's work environment significantly and favorably affects employee stress. The test findings demonstrate that the Situbondo Regency Local Government Office's workload significantly and favorably affects its level of job stress. The test findings demonstrate that the Situbondo Regency Local Government Office's work environment significantly and favorably affects employees' job satisfaction. The test findings demonstrate that workers' job satisfaction at the Situbondo Regency Local Government Office is positively and significantly impacted by their workload. The test findings demonstrate that employees of the Situbondo Regency Regio do not significantly experience a decrease in job satisfaction as a result of work stress. The test findings, which are less than the direct effect, demonstrate that there is no relationship between the work environment and employee job satisfaction at the Situbondo Regency Local Government Office through the intervening variable of work stress. The test findings demonstrate that, in the Situbondo District Local Government Office, job stress—an intervening variable with a lower value than the direct effect—does not have an impact on employee job satisfaction.

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