



Effect of Workload and Work Environment on Job Satisfaction of Employees at PT ABC

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ABSTRACT

Purpose: This study aims to examine the effect of workload and work environment on employee job satisfaction at PT ABC. The research is important as increasing workload demands and working conditions may influence employee attitudes and organizational sustainability. **Methodology:** This research employs a quantitative approach using a survey method. Data were collected from 45 employees using structured questionnaires and analyzed using descriptive statistics and multiple linear regression analysis. Classical assumption tests were conducted to ensure the validity of the regression model. **Results:** The results indicate that workload and work environment have a positive and significant effect on job satisfaction, both partially and simultaneously. The work environment shows a stronger influence compared to workload. **Findings:** The findings reveal that workload perceived as manageable and supported by a conducive work environment contributes to higher employee job satisfaction. **Novelty & Originality:** This study provides empirical evidence that workload can function as a positive determinant of job satisfaction when aligned with employee capacity and supported by a supportive work environment, particularly in the context of a technical service company. **Conclusions:** The study concludes that an integrated management of workload and work environment is essential to enhance employee job satisfaction and organizational effectiveness. **Type of Paper:** This paper is a research article.

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INTRODUCTION

Human resources (HR) constitute a strategic asset for organizations in achieving organizational objectives and sustaining business continuity. Uma and Swasti (2024) emphasize that competent and motivated employees are the primary drivers of organizational performance and success. Therefore, effective human resource management encompassing workload regulation, the creation of a conducive work environment, and the fulfillment of employees' psychological needs plays a crucial role in enhancing productivity and organizational performance quality. In the context of increasingly competitive business environments, organizations are required to ensure that employee job satisfaction is well maintained in order to sustain competitive advantage (Fauzi et al., 2023; Wulandari et al., 2023).

Job satisfaction is defined as an individual's positive emotional state toward their job, which is formed through an evaluation of its characteristics (Nurhandayani, 2024). The level of job

satisfaction experienced by employees can influence their attitudes, behaviors, and attachment to the organization. High job satisfaction contributes to increased work motivation, loyalty, and employee performance, whereas low job satisfaction is often associated with withdrawal behaviors such as increased absenteeism and employee turnover (Firjatullah et al., 2023; Nabawi, 2019).

This study was conducted at PT ABC, a company operating in the rental, trading, and service provision of heavy equipment. Based on internal company data, the past two years have shown an increase in employee turnover, as indicated by a decline in the number of employees from the beginning to the end of each year. This condition potentially results in losses for the company, both in terms of recruitment and training costs and disruptions to operational stability. Furthermore, employee absenteeism has also increased significantly, with the average rate of absenteeism nearly doubling compared to the previous year. The rising levels of turnover and absenteeism indicate potential issues related to employee job satisfaction.

This phenomenon is consistent with the view of Pitoyo and Handayani (2022), who state that employees with low levels of job satisfaction tend to exhibit symptoms such as declining work motivation, psychological fatigue, emotional instability, and a tendency to be frequently absent or leave the organization. Andinni and Harun (2024) also assert that job satisfaction has a negative relationship with turnover, meaning that higher levels of job satisfaction are associated with lower employee turnover. To further substantiate these indications, a preliminary survey was conducted involving 30 employees of PT ABC. The results revealed that only 37.50% of respondents expressed satisfaction with various aspects of their work, while the majority reported dissatisfaction related to working conditions, fulfillment of employee rights, organizational loyalty, and coworker support. These findings reinforce the conclusion that employee job satisfaction at the company has not yet reached an optimal level.

Numerous studies have identified several factors influencing employee job satisfaction, including workload and work environment. Workload is defined as the number of tasks or activities that must be completed by employees within a specific period (Aprila et al., 2023; Umroh & Sutarnin, 2024). An imbalanced workload, particularly one that exceeds employees' capacity, can lead to fatigue and work-related stress, which negatively affect job satisfaction and employee performance (Irsyadi & Djamil, 2023; Sari et al., 2024). Several studies also indicate that excessive workload tends to reduce employee job satisfaction (Aggarwal et al., 2023; Hakim et al., 2023; Usniarti & Nuvriasari, 2024).

In addition to workload, the work environment is another important factor influencing job satisfaction. The work environment includes both physical and non-physical conditions experienced by employees during their work activities. Jessica et al. (2023) state that job satisfaction is reflected in employees' pleasant or unpleasant feelings toward their work, which are influenced by workplace conditions. Iskandar and Vidada (2024) emphasize that job satisfaction is formed through the interaction between individuals, their work, and the environment in which they perform their duties.

Although the relationship between workload, work environment, and job satisfaction has been widely examined, most previous studies have focused on the manufacturing sector, the public sector, or general service organizations. Research specifically investigating the influence of workload and work environment on employee job satisfaction within companies engaged in heavy equipment rental and service remains relatively limited. Moreover, empirical findings vary regarding the extent to which workload and work environment simultaneously affect job satisfaction in organizational contexts characterized by high time pressure, operational readiness, and demanding job requirements. Therefore, this study is relevant in addressing this research gap.

This study is expected to contribute both theoretically and practically. From a theoretical perspective, it enriches the human resource management literature, particularly concerning the effects of workload and work environment on job satisfaction within the context of heavy equipment service companies. Practically, the findings are expected to provide valuable insights for the management of PT ABC in formulating policies related to workload management and workplace improvements aimed at enhancing employee job satisfaction and reducing turnover and

absenteeism. Based on the foregoing discussion, this study aims to analyze the effect of workload and work environment on employee job satisfaction at PT ABC.

METHOD

This study employs a quantitative approach using a survey method. The quantitative approach was selected because the study aims to examine the causal relationship between workload and work environment variables and employee job satisfaction through numerical data processing and statistical analysis. The survey method was used to collect data directly from respondents under natural conditions, with data collected through the distribution of structured questionnaires (Sugiyono, 2024).

This research is descriptive and verificative in nature. The descriptive approach is used to describe the existing conditions of workload, work environment, and employee job satisfaction, while the verificative approach is employed to test hypotheses regarding the effects of workload and work environment on employee job satisfaction. The study was conducted at PT ABC during the period from September 2025 until completion.

The data sources used in this study consist of primary and secondary data. Primary data were obtained directly from respondents through questionnaires, interviews, observations, and company documentation in the form of employee turnover and absenteeism data. Meanwhile, secondary data were obtained from various supporting sources such as textbooks, scientific journals, and relevant publications related to the research variables.

The population of this study includes all employees of PT ABC, totaling 45 individuals. Given the relatively small population size, a saturated sampling technique (census) was applied, in which all members of the population were included as research respondents. Thus, the sample size in this study is equal to the population size, namely 45 respondents.

The research variables consist of independent and dependent variables. The independent variables include workload (X_1) and work environment (X_2), while the dependent variable is employee job satisfaction (Y). Workload is measured through the dimensions of job conditions, time utilization, and target achievement. The work environment is measured through physical and non-physical environment dimensions. Job satisfaction is measured through intrinsic and extrinsic dimensions. All variable indicators were measured using a five-point Likert scale, ranging from strongly disagree to strongly agree.

Prior to data analysis, the research instruments were tested for validity and reliability. Validity testing was conducted using Pearson Product-Moment correlation to ensure that each questionnaire item accurately measures the intended construct. Reliability testing was performed using Cronbach's Alpha coefficient, with a criterion of $\alpha > 0.70$ indicating that the research instrument is reliable.

Data analysis was conducted through descriptive and inferential analyses. Descriptive analysis was used to describe respondents' perceptions of each research variable based on mean values and class intervals. Inferential analysis was carried out using multiple linear regression to examine the effects of workload and work environment on employee job satisfaction. The regression model used in this study is expressed as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Before hypothesis testing, classical assumption tests were conducted, including tests of normality, multicollinearity, and heteroscedasticity, to ensure that the regression model satisfies the criteria of the Best Linear Unbiased Estimator (BLUE). Hypothesis testing was performed using the F-test to determine the simultaneous effect of the independent variables on the dependent variable, and the t-test to assess the partial effect of each independent variable. The level of significance applied in this study is 5% ($\alpha = 0.05$). In addition, the coefficient of determination (R^2) was used to

measure the extent to which the independent variables explain the variation in the dependent variable.

RESULTS AND DISCUSSION

RESULTS

Demographic Analysis

This study involved 45 respondents, all of whom are employees of PT ABC. The presentation of respondents' characteristics aims to provide an initial overview of the workforce profile that constitutes the object of the study, as differences in individual characteristics may influence perceptions of working conditions as well as levels of job satisfaction.

Table 1. Demographic Characteristics of Respondents

Characteristic	Category	Frequency	(%)
Gender	Male	31	68,89
	Female	14	31,11
Age	< 20 Years	3	6,67
	21–29 Years	8	17,78
	30–39 Years	21	46,67
	> 40 Years	13	28,89
Education Level	Senior High School	14	31,11
	Diploma	19	42,22
	Bachelor's Degree	9	20,00
	Others	3	6,67
Length of Service	< 1 Years	6	13,33
	1–3 Years	11	24,44
	4–6 Years	19	42,22
	> 6 Years	9	20,00

Source: Processed data, 2025

Based on Table 1, the majority of respondents are male (68.89%), while female respondents account for 31.11%. The dominance of male employees can be understood given the nature of the company's operations in the heavy equipment rental and service sector, which generally requires more physically and technically demanding work typically performed by male workers. This condition indicates that the composition of human resources within the company has been aligned with its operational requirements.

In terms of age, respondents are predominantly within the 30–39 year age group (46.67%), followed by those aged over 40 years (28.89%). This age composition suggests that the company is supported by employees who are in their productive years and possess relatively mature work experience. A more mature working age is generally associated with emotional stability and stronger decision-making abilities, which may positively influence employees' perceptions of their work.

With regard to educational attainment, most respondents hold a diploma qualification (42.22%), followed by senior high school graduates (31.11%) and bachelor's degree holders (20.00%). This distribution reflects the company's competency requirements, which place greater emphasis on technical and operational skills. Meanwhile, in terms of length of service, employees with a tenure of 4–6 years constitute the largest group (42.22%). This indicates that most employees have accumulated substantial work experience within the company, and therefore their perceptions of workload, work environment, and job satisfaction are based on relatively stable and sustained work experiences.

Research Instrument Testing

Before further analysis was conducted, the research instruments were tested to ensure that the measurement tools used were capable of accurately and consistently measuring the variables under investigation.

Table 2. Validity Test Results

Variable	Number of Items	Range of r-Calculated	r-table	Remark
Workload (X1)	6	0,644–0,858	0,294	Valid
Work Environment (X2)	8	0,634–0,885	0,294	Valid
Job Satisfaction (Y)	11	0,516–0,833	0,294	Valid

Source: Processed data, 2025

The results of the validity test indicate that all statement items for the workload, work environment, and job satisfaction variables have correlation coefficient values (r-calculated) greater than the r-table value (0.294). Therefore, all questionnaire items are declared valid. These findings indicate that each indicator used in the questionnaire is capable of accurately representing the research variable constructs in accordance with the measurement objectives.

Reliability Test Results

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Criteria	Remark
Workload (X1)	0.849	> 0.70	Reliable
Work Environment (X2)	0.905	> 0.70	Reliable
Job Satisfaction (Y)	0.903	> 0.70	Reliable

Source: Processed data, 2025

Furthermore, the reliability test results show that all variables have Cronbach's Alpha values above 0.70, namely 0.849 for workload, 0.905 for work environment, and 0.903 for job satisfaction. These values indicate a high level of internal consistency, suggesting that the research instrument is reliable and suitable for hypothesis testing. With both validity and reliability requirements fulfilled, the research data are considered to have adequate quality for further analysis.

Descriptive Statistics of Research Variables

Descriptive statistical analysis was conducted to describe respondents' perceptions of each research variable, namely workload, work environment, and job satisfaction. A summary of the mean values for each variable is presented in Table 4, while comparisons among variables are visually illustrated in Figure 1 to provide a more comprehensive overview.

Table 4. Descriptive Statistics of Research Variables

Variable	Number of Items	Mean	Category
Workload (X1)	6	4.44	Very High
Work Environment (X2)	8	4.40	Very Good
Job Satisfaction (Y)	11	4.52	Very High

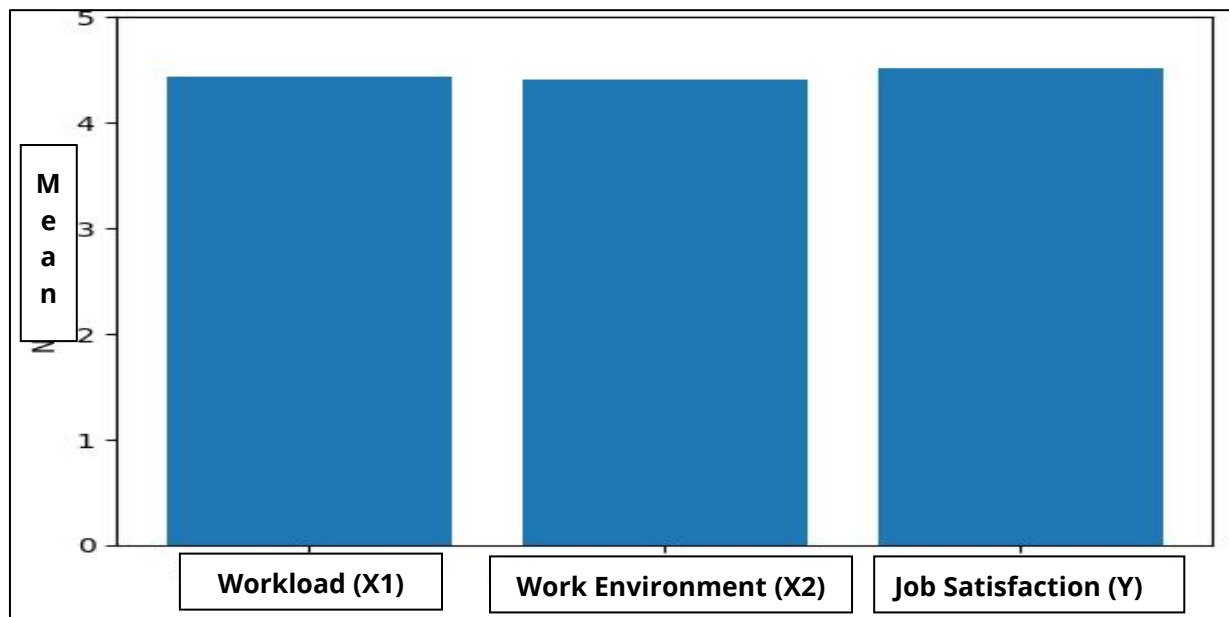
Source: Processed data, 2025

Based on Table 4, the workload variable has a mean value of 4.44 and falls into the very high category. This result indicates that employees generally perceive the workload they receive as being aligned with their abilities, working time, and company-established targets. This positive perception suggests that job demands are not viewed as excessive burdens but rather as manageable.

responsibilities. Such a condition is important, as a balanced workload can help prevent work fatigue and support sustained employee performance in the long term.

The work environment variable has a mean value of 4.40 and is categorized as very good. This finding indicates that employees generally perceive the work environment as conducive, both in terms of physical and non-physical aspects. Adequate physical working conditions, such as facilities and equipment, as well as supportive non-physical conditions, including coworker relationships and communication with supervisors, contribute to creating a comfortable working atmosphere. A positive work environment plays an important role in shaping favorable work attitudes and enhancing employee engagement.

Figure 1. Mean Comparison of Research Variables



As shown in Figure 1, the job satisfaction variable has the highest mean value compared to the other variables, at 4.52, and falls within the very high category. This result indicates that overall, employees feel satisfied with their jobs. The high level of job satisfaction reflects employees' perceptions that compensation, job security, organizational treatment, and opportunities for development are in line with their expectations. These findings also suggest that a combination of well-managed workload and a conducive work environment contributes to the formation of high employee job satisfaction.

Classical Assumption Tests

Prior to regression analysis, the model was tested to ensure that the classical assumptions were met, thereby allowing the regression estimates to be interpreted validly.

Normality Test

The results of the residual normality test are presented in Table 5. The test was conducted using the Kolmogorov–Smirnov method. The Asymp. Sig. (2-tailed) value of 0.200 is greater than the significance level of 0.05. In addition, the Monte Carlo Sig. value is also above 0.05. These findings indicate that the residuals in the regression model are normally distributed, and thus the normality assumption is satisfied.

Table 5. Normality Test Results (Kolmogorov–Smirnov)

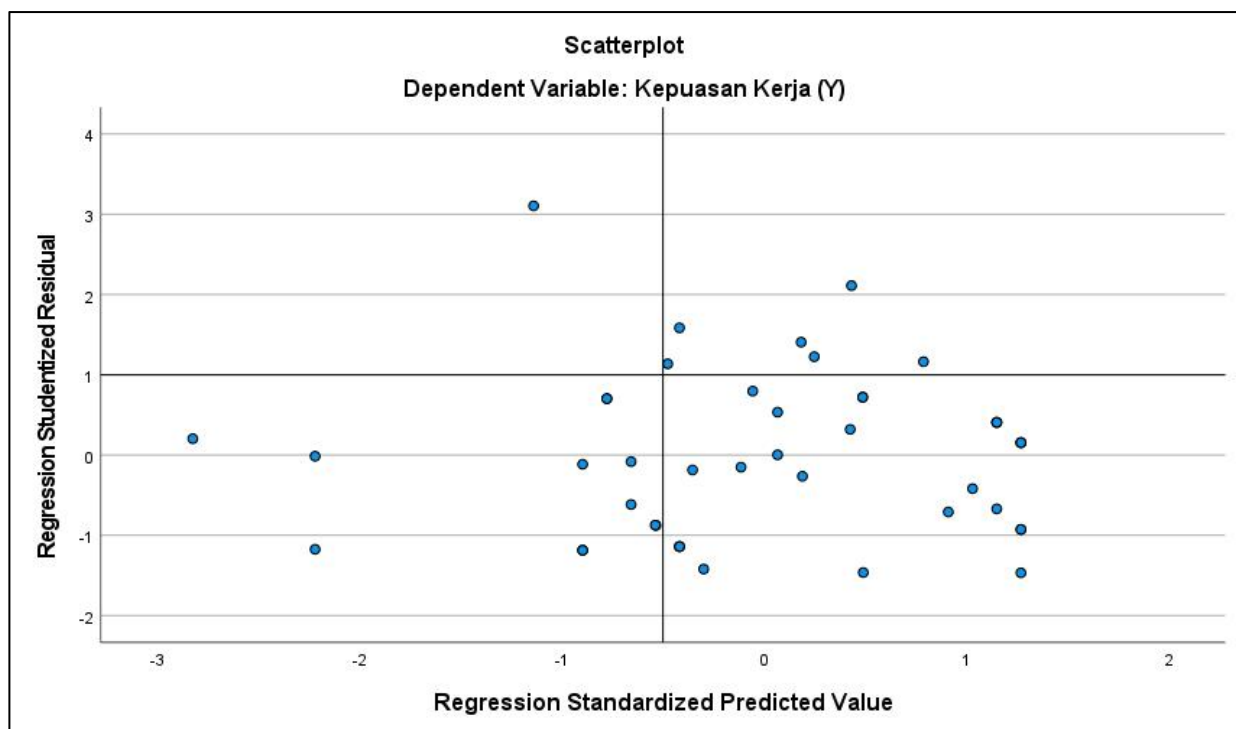
Statistic	Value
N	45
Mean	0.000
Std. Deviation	1.864
Kolmogorov-Smirnov Z	0.097
Asymp. Sig. (2-tailed)	0.200
Monte Carlo Sig. (2-tailed)	0.350

Source: Processed data, 2025

Heteroscedasticity Test

The heteroscedasticity test results are presented using both graphical and statistical approaches, as shown in Figure 2 and Table 6. Based on the scatterplot, the residual points are randomly distributed above and below the zero line and do not form any specific pattern. This indicates the absence of heteroscedasticity in the regression model.

Figure 2. Scatterplot of Heteroskedasticity Test



The statistical test results further support this finding. The significance values for workload (0.385) and work environment (0.225) are greater than 0.05, as shown in Table 6. Therefore, it can be concluded that the residual variance is homogeneous and the regression model does not suffer from heteroscedasticity.

Table 6. Heteroscedasticity Test Results

Variable	Coefficient (B)	Std. Error	t-value	Sig.
Constant	2.019	1.670	1.209	0.233

Workload (X1)	0.068	0.077	0.879	0.385
Work Environment (X2)	-0.067	0.054	-1.232	0.225

Source: Processed data, 2025

Multicollinearity Test

The multicollinearity test results are presented in Table 7. The tolerance values for each independent variable are 0.577, which are greater than 0.10, and the Variance Inflation Factor (VIF) values are 1.733, which are less than 10. These findings indicate that there is no high correlation among the independent variables in the regression model. Therefore, the regression model is free from multicollinearity issues.

Table 7. Multicollinearity Test Results

Variable	Tolerance	VIF
Workload (X1)	0.577	1.733
Work Environment (X2)	0.577	1.733

Source: Processed data, 2025

Multiple Linear Regression Analysis Regression Model Estimation Results

The results of the multiple linear regression analysis are presented in Table 8. The regression model was used to analyze the effect of workload and work environment on employee job satisfaction. Based on the estimation results, the following regression equation was obtained:

$$\text{Job Satisfaction} = 12.213 + 0.469(\text{Workload}) + 0.710(\text{Work Environment})$$

The regression coefficients indicate that both independent variables have a positive effect on job satisfaction. The work environment variable has a larger regression coefficient than workload, indicating that the work environment is the more dominant factor in enhancing employee job satisfaction.

Table 8. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t-value	Sig.
Constant	12.213	2.852	–	4.282	0.000
Workload (X1)	0.469	0.132	0.310	3.559	0.001
Work Environment (X2)	0.710	0.092	0.670	7.695	0.000

Source: Processed data, 2025

Partial Hypothesis Testing (t-test)

The t-test results are shown in Table 9. The workload variable has a t-value of 3.559 with a significance level of 0.001 (< 0.05), indicating that workload has a positive and significant effect on job satisfaction. Therefore, the first hypothesis is accepted.

Table 9. Hypothesis Testing Results (t-test)

Hypothesis	Variable Relationship	t-value	Sig.	Result
H1	Workload → Job Satisfaction	3.559	0.001	Accepted
H2	Work Environment → Job Satisfaction	7.695	0.000	Accepted

Source: Processed data, 2025

The work environment variable has a t-value of 7.695 with a significance level of 0.000 (< 0.05), indicating that the work environment has a positive and significant effect on employee job

satisfaction. Compared to workload, the work environment exerts a stronger influence on job satisfaction, as reflected by higher coefficient and test statistic values.

Model Fit Test (F-test)

The F-test results are presented in Table 10. The F-value of 93.124 with a significance level of 0.000 (< 0.05) indicates that the regression model is appropriate for use. This finding suggests that workload and work environment simultaneously have a significant effect on employee job satisfaction.

Table 10. Model Fit Test (ANOVA)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	677.925	2	338.962	93.124	0.000
Residual	152.875	42	3.640		
Total	830.800	44			

Source: Processed data, 2025

Correlation and Coefficient of Determination

The results of the correlation and determination coefficient tests are presented in Table 11. The correlation coefficient (R) value of 0.903 indicates a very strong relationship between the independent variables and the dependent variable. Meanwhile, the coefficient of determination (R^2) value of 0.816 indicates that 81.6% of the variation in employee job satisfaction can be explained by workload and work environment, while the remaining 18.4% is influenced by other factors outside the research model.

Table 11. Coefficient of Determination Results

Statistic	Value
R	0.903
R Square	0.816
Adjusted R Square	0.807
Std. Error of the Estimate	1.908

Source: Processed data, 2025

DISCUSSION

The Effect of Workload on Job Satisfaction

Based on the results of the partial hypothesis testing, workload was found to have a positive and significant effect on employee job satisfaction at PT ABC. This finding indicates that an increase in workload does not reduce job satisfaction; instead, it is associated with higher levels of job satisfaction. This suggests that the workload experienced by employees remains within manageable limits and can be effectively handled.

Empirically, this condition reflects employees' ability to perform assigned tasks efficiently, minimize errors in task execution, manage working time effectively, and achieve the performance targets set by the company. A workload perceived as proportional and realistic enables employees to complete tasks optimally without experiencing excessive work pressure. Consequently, workload is not perceived as a source of stress but rather as a professional responsibility that provides a sense of achievement and satisfaction at work.

In comparison with previous studies, this finding is consistent with the research conducted by Aggarwal et al. (2023) and Hakim et al. (2023), which states that workloads aligned with individual capacity can enhance employee job satisfaction. However, this result contrasts with several studies that report a negative relationship between workload and job satisfaction due to increased fatigue

and work-related stress. These differences indicate that the effect of workload on job satisfaction is highly contextual and influenced by job characteristics, employee experience levels, and organizational work management systems.

From a theoretical perspective, this finding can be explained through the Challenge-Hindrance Stressor Theory, which distinguishes workload as either a challenge stressor or a hindrance stressor. In this study, workload tends to be perceived as a challenge stressor job demands that are challenging yet remain within employees' capabilities. This finding is also consistent with Person-Job Fit Theory (2024), which posits that job satisfaction increases when there is alignment between job demands and individual capabilities. The high level of job satisfaction under relatively high workload conditions indicates a strong alignment between employee capacity and job demands at PT ABC.

The practical implications of this finding suggest that companies do not necessarily need to reduce workload to improve job satisfaction. Instead, organizations should ensure that workloads are designed proportionally and based on employee competencies. Companies need to maintain clarity in task allocation, set realistic performance targets, and provide adequate operational support so that workloads continue to be perceived as positive challenges. Academically, this study contributes to the literature by reinforcing the view that workload does not always have a negative impact on job satisfaction and may instead enhance satisfaction in technical and operational job contexts when properly managed.

The Effect of Work Environment on Job Satisfaction

Based on partial hypothesis testing, the work environment was found to have a positive and significant effect on employee job satisfaction at PT ABC. The coefficient values and test statistics indicate that the influence of the work environment is stronger than that of workload. This finding suggests that working conditions play a crucial role in shaping employee job satisfaction.

Empirically, this result reflects employees' perceptions that the existing work environment adequately supports the effective execution of their tasks. The work environment includes not only physical aspects such as work facilities, equipment, and occupational safety but also non-physical aspects such as interpersonal relationships, team communication, and interactions with supervisors. In technical and high-risk job contexts, such as heavy equipment rental and service operations, the presence of a safe, well-organized, and supportive work environment is a critical factor influencing employees' psychological comfort. This condition explains why the work environment contributes more dominantly to job satisfaction than other factors.

In comparison with previous research conducted by Usniarti and Nuvriasari (2024), this finding is consistent in demonstrating that the work environment has a significant effect on job satisfaction, particularly in sectors requiring high coordination and involving relatively high occupational risk. Several studies have shown that a conducive work environment can mitigate the negative effects of job demands and enhance employees' positive perceptions of their work (Irsyadi & Djamil, 2023; Sari et al., 2024). However, this study extends prior research by showing that, within the heavy equipment service industry, the work environment exerts an even more dominant influence than workload. This underscores the strategic role of environmental factors in maintaining job satisfaction in complex and high-risk work settings.

From a theoretical perspective, this finding can be explained through Herzberg's Two-Factor Theory, which categorizes working conditions, safety, interpersonal relationships, and organizational policies as hygiene factors that prevent job dissatisfaction (Wedadjati & Helmi, 2022). A supportive work environment not only eliminates sources of dissatisfaction but also creates conditions that allow motivational factors to develop optimally.

The practical implications of this finding indicate that PT ABC should prioritize work environment management as a strategic component of its human resource policies. The company should not only ensure the availability of adequate work facilities and equipment but also strengthen non-physical aspects such as internal communication, harmonious working relationships,

and a strong safety culture. Academically, this study contributes by affirming that the work environment is a primary determinant of job satisfaction in technical and high-risk occupations, while also expanding understanding of how the dominance of environmental factors is shaped by sectoral and job-specific characteristics.

The Simultaneous Effect of Workload and Work Environment on Job Satisfaction

Based on the simultaneous testing results using the F-test, workload and work environment jointly have a positive and significant effect on employee job satisfaction at PT ABC. The high F-value and significance level below 0.05 indicate that the regression model is well suited to explaining variations in job satisfaction. This finding suggests that job satisfaction is not shaped by a single factor but rather results from the interaction between job demands and the accompanying work environment.

Empirically, this result reflects that proportional workload contributes positively to job satisfaction when supported by a conducive work environment. At PT ABC, employees face relatively high and technically demanding job requirements. However, the presence of a safe, structured, and supportive work environment enables employees to manage these demands effectively. This condition creates a healthy work balance in which job demands do not escalate into excessive psychological pressure but instead become an acceptable and professional part of the work process. Compared with previous studies (Aggarwal et al., 2023; Hakim et al., 2023; Usniarti & Nuvriasari, 2024), this finding is consistent in showing that job satisfaction is simultaneously influenced by job-related and environmental factors. Numerous studies emphasize that workloads aligned with individual capacity yield optimal outcomes when supported by an adequate work environment. This study further contributes by demonstrating that the combined effect of workload and work environment has strong explanatory power in predicting job satisfaction. This suggests that a partial approach to human resource management such as focusing solely on task allocation without addressing environmental conditions is insufficient to effectively enhance employee job satisfaction.

From a theoretical standpoint, this finding can be explained through Organizational Social Systems Theory and Person-Environment Fit Theory. These theories posit that job satisfaction is achieved when there is alignment between individuals, job demands, and the environment in which work is performed. Workload represents job demands, while the work environment represents the social and physical context of work. When these elements are aligned, employees are more likely to exhibit positive work attitudes and higher levels of job satisfaction (Kandler et al., 2024). Thus, this study reinforces the view that job satisfaction is a multidimensional phenomenon formed through the alignment of various organizational aspects.

The practical implications suggest that PT ABC should adopt an integrative approach to human resource management. The company must ensure fair and realistic workload distribution while continuously improving both the physical and non-physical aspects of the work environment. Strategies aimed at improving job satisfaction that focus on only one aspect may yield suboptimal results. Academically, this study contributes by emphasizing the importance of a simultaneous approach in analyzing the determinants of job satisfaction and by enriching the literature with empirical evidence from a technical and operational service industry context.

CONCLUSION

This study demonstrates that workload and work environment play significant roles in shaping employee job satisfaction at PT ABC. Partially, workload has a positive effect on job satisfaction when job demands are perceived as aligned with employees' abilities and capacities. The work environment also has a positive and even more dominant influence, indicating that safe, supportive, and well-coordinated working conditions are key factors in enhancing employee comfort

and positive work attitudes. Simultaneously, the combination of proportional workload and a conducive work environment is proven to explain a substantial proportion of the variation in employee job satisfaction.

These findings confirm that job satisfaction is a multidimensional phenomenon formed through the interaction between job demands and the surrounding work environment. The implications of this study suggest that strategies to improve job satisfaction cannot be implemented in isolation but require an integrative approach to human resource management. Companies are advised to maintain a balance between workload regulation and continuous improvement of the work environment to enable employees to perform optimally, feel valued, and sustain long-term job satisfaction.

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