
The Influence Of Work Load, Non-Physical Work Environment, and Employee Engagement On The Job Satisfaction

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ABSTRACT

The purpose of this research is to examine and analyze the influence of work load, non-physical work environment and Employee Engagement on the job satisfaction at the PT XYZ. This study used quantitative method. A Cluster Random Sampling was used for this study. The analysis unit were the employees of the Production Division at the PT XYZ as many as 75 respondents. The data analysis technique used was multiple linear regression using SPSS version 26. The results of this study indicate that partially workload has a negative and significant effect on the job satisfaction. The non-physical work environment has a significant effect on the job satisfaction. Employee Engagement has a significant effect on the job satisfaction. Simultaneously work load, non-physical work environment, and Employee Engagement has significant influence on job satisfaction of Production Employees' of PT XYZ. The influence of work load, non-physical work environment, and Employee Engagement is indicated by the Adjusted R Square value of 70,3% and the remaining 29,7% is influenced by other variables that not examined in this study.

Keywords: Workload, Work Environment, Employee Engagement, Job Satisfaction

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1. Introduction

Improving the quality of human resources in the company is important in facing every development that occurs. A company cannot operate without the role of human resources, so human resources are very important for the continuity of a company or organization. To get the best quality human resources, companies need human resource management.

Human Resource Management is a field of knowledge or art skills related to managing the relationships and contributions of all members of the workforce with the aim of increasing effectiveness and efficiency, and supporting the achievement of organizational, employee, and community goals (Hasibuan, 2017: 10). Good human resource management certainly produces quality employees and is able to compete. To maintain the quality and competitiveness of employees, companies should maintain employee job satisfaction.

Job satisfaction is a form of positive emotional attitude that involves feeling good about one's job. This attitude is reflected in work morale, discipline, and high performance achievement. (Hasibuan, 2017:202). If employees have reflected these three attitudes, it can be said that employees are satisfied at work. Job satisfaction reflects a person's feelings towards their work. Therefore, companies must maximize their attention to employee job satisfaction to maintain employee productivity in order to achieve the company's goals and vision and mission.

One of the companies that is improving employee job satisfaction is PT XYZ which is engaged in the garment industry and produces ready-made clothes, one of which is the Police and Soldiers uniform. As a company engaged in the garment industry, PT XYZ requires skilled human resources in order to achieve the company's goals and vision and mission, so that the company can adapt to the needs of a fast-growing business towards innovative products. To be innovative, the company needs excellent and productive employees. To be productive, employees must get job satisfaction provided by the company.

To find out the phenomena that occur in companies regarding job satisfaction, researchers conducted interviews with representatives of 20 employees at PT XYZ regarding the employees' tenure. The results of the interview can be seen in the following table:

Table 1 Interview Results Of Employee Tenure At PT XYZ

Employee's Length Of Service	Number of Employees
< 1 year	7 people
1 – 2 year	11 people
2 – 3 year	2 people
> 3 year	0 people
Total	20 people

Source: Processed Data by Researchers, 2023

Based on the interview results in the table 1 above, job satisfaction felt by employees tends to be low, characterized by an average employee tenure of only 1-3 years. This is due to the high employee turnover rate caused by a sense of discomfort and not feeling at home working in the company. It can also be interpreted that the average employee only lasts less than 5 years due to indications of poor job satisfaction so that there is no employee commitment and dedication to the company. This is reinforced by the results of the pre-survey, the results of which show that the job satisfaction felt by employees is still not good, which is indicated by an average of 66.4% of respondents answering "disagree" on all question points/questionnaire statements. Thus, it can be concluded that employees feel dissatisfied with the work they do. So, companies need to make efforts to increase the level of employee job satisfaction in order to encourage them to be more productive, effective and efficient in carrying out their duties and responsibilities while working.

Workload is one of the factors that affect employee job satisfaction (Vanchapo, 2020). Workload that exceeds the limits of ability and excessive will make employees feel dissatisfied with the work they do. Similarly, at PT XYZ, employees take working hours of around 10 hours, which means that these working hours are not in accordance with the laws regulated through Law Number 13 of 2003 concerning Manpower. This will certainly have an impact on the physical and psychological health

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of employees because the workload received is not appropriate which will certainly affect their job satisfaction.

Besides from workload, another factor that affects job satisfaction is the work environment. Employees will feel safe and comfortable at work with a supportive work environment, so that it can increase their job satisfaction. So the company must strive to create a work atmosphere that is comfortable, safe, pleasant, conducive, and adequate facilities. However, in reality, the work environment of the production division of PT XYZ is still not appropriate so that employee satisfaction increases. Thus, the company must improve the work environment of employees so that there is enthusiasm and enthusiasm at work so that they feel bound and emotionally involved with the company.

Employee engagement is the emotional sentiment of employees towards the organization which is reflected in the actions taken to ensure the company's success. Employee engagement with the company is characterized by the level of care, dedication, passion, responsibility, and focus on achieving results (Watson, in Pringgabaya and Kusumastuti, 2016). Based on observations in the field, it is known that most employees understand the responsibilities and tasks given at work but they do not have an emotional attachment to their place of work so they are not enthusiastic at work. This will certainly have an impact on the effectiveness and efficiency of employee work, so that it also has an impact on their decreased job satisfaction. This is supported by Putri and Hermiati's research (2023) which explains that Employee Engagement has a positive and significant effect on employee job satisfaction at Putra Sawargi Mandiri Optical Company in Majalengka.

If the work environment in the company is conducive and supports employees at work, then the workload given by the company is in accordance with the capabilities of employees, which means that there is employee involvement in it, then employees will feel embraced and attached to the company so that there is a sense of satisfaction in employees, which of course this will increase employee productivity and creativity in developing the company. Based on this background explanation, the researcher are interested in researching this by taking the title "The Effect of Workload, Work Environment and Employee Engagement on Employee Job Satisfaction". The aims in this study are as follows: 1) To determine and analyze the job satisfaction of PT XYZ employees. 2) To determine and analyze the workload of PT XYZ employees. 3) To determine and analyze the non-physical work environment of PT XYZ employees. 4) To determine and analyze the Employee Engagement of PT XYZ employees. 5) To determine and analyze the effect of workload on job satisfaction of PT XYZ employees. 6) To determine and analyze the effect of work environment on job satisfaction of PT XYZ employees. 7) To determine and analyze the effect of Employee Engagement on employee satisfaction of PT XYZ. 8) To determine and analyze the effect of workload, non-physical work environment and Employee Engagement on job satisfaction of PT XYZ employees.

2. Literature Review

Work Load

According to Tarwaka (2011:106), workload is defined operationally on various factors such as task demands or efforts made to do work. The dimensions and indicators of workload include: 1) Time load: the amount of time available in planning, implementing and monitoring tasks or work; 2) Mental effort load: the amount of mental effort in carrying out a job; 3) Psychological stress load: the level of job risk, confusion and frustration (Tarwaka, 2011: 131).

Non Physical Work Environment

The non-physical work environment is the entire situation related to work relationships (Sedarmayanti, 2017: 25). The non-physical work environment has the following dimensions and indicators: 1) Employee relations with superiors: there is mutual respect, superiors give full trust in completing tasks; 2) Relationships with coworkers: good cooperation among coworkers, good communication among coworkers (Sedarmayanti, 2017: 60).

Employee Engagement

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According to Watson (in Pringgabayu and Kusumastuti, 2016) employee engagement refers to the broad and deep relationship between people and organizations, Employee Engagement is the emotional feelings of employees towards the organization and the actions they take to ensure the organization is successful. Employees who are already attached to the company show care, dedication, passion, accountability and focus on results. The dimensions and indicators of Employee Engagement are as follows: 1) Rational: the ability of employees to understand well their role at work, the ability of employees to understand their responsibilities at work; 2) Emotional: employees' enthusiasm for work, employees' enthusiasm for the organization / company where they work; 3) Motivational: employees' willingness to contribute to their place of work, employees work according to their respective roles (Watson, in Pringgabayu and Kusumastuti, 2016: 166).

Job Satisfaction

According to Afandi (2018: 73), job satisfaction is an effective or emotional response to various aspects of work. Job satisfaction has the following dimensions and indicators: 1) Work: the work done is in accordance with the ability; 2) Wages: the wages given are in accordance with the work given; 3) Promotion: there is an opportunity for promotion; 4) Supervisor: the suitability of supervision from superiors; 5) Coworkers: cooperation with coworkers in accordance with expectations (Afandi, 2018: 82).

Relationship Between Work Load and Job Satisfaction

Job satisfaction can be caused by several factors, one of which is workload. It is important for companies to manage the workload carried by employees to prevent stress and burnout because a balanced workload will help increase productivity and satisfaction with the work felt by employees. This is supported by research conducted by Novita and Kusuma (2020) which states that workload has a negative and significant effect on Job Satisfaction in employees of the Nusantara Cooperative, Bengkulu and Curup branches. Therefore, it can be concluded that the higher the workload received, the lower the job satisfaction felt by employees..

However, in contrast to research conducted by Saputra (2022) entitled The Effect of Compensation, Work Environment and Workload on Employee Job Satisfaction of PT Modern Panel Indonesia, it is stated that workload has a negative and insignificant effect on job satisfaction.

Relationship Between Non Physical Work Environment and Job Satisfaction

Companies that create a good work environment will increase employee job satisfaction so that it has an impact on their productivity. Instead, companies that have a work environment that suffocates and intimidates employees will reduce their morale and job satisfaction. As mentioned in research conducted by Anasi (2020) which states that the results of the study show that there is a relative and statistically significant linear relationship between the work environment and job satisfaction of librarians in Southwest, Nigeria.

Relationship Between Employee Engagement and Job Satisfaction

Employee engagement is a powerful catalyst that can transform a workforce from a group of individuals performing tasks into a cohesive, motivated, and high-performing team. Engaged employees are not just satisfied with their jobs; they are emotionally committed to their work, their coworkers, and the company's mission. They work harder, make their best and most innovative contributions, day after day. This is supported by research conducted by Putri and Hermiati (2023), explaining that Employee Engagement has a positive and significant effect on employee job satisfaction at Putra Sawargi Mandiri Optical Company in Majalengka.

3. Method, Data and Analysis

The method used in this research is quantitative method. According to Sugiyono's definition (2018: 23), quantitative methods are research methods based on the positivism philosophy approach used to investigate certain populations or samples. The data collection process is carried out through the use of research instruments, and data analysis is quantitative or statistical. The main objective is to describe and test the hypotheses that have been formulated previously.

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In this study, the method or technique of data collection carried out is by means of literature studies, interviews, field observations, and distributing questionnaires. The sampling technique used in this research is Cluster Random Sampling which is included in the Probability Sampling category. Probability Sampling is a sampling technique that provides an equal opportunity for each element or individual in the population to be selected as part of the sample. (Sugiyono, 2017: 155). Cluster Random Sampling which will be used in this study is the Production Division of PT XYZ. Based on the results of calculations using the Slovin formula (Sugiyono, 2017: 49), the researcher determined that the sample size taken in this study was 75 respondents from PT XYZ Production Division employees.

4. Result and Discussion

Validity Test

In this study, the validity test was carried out on 75 respondents of PT XYZ Production Division employees that aimed to measure each question instrument was valid or not on the questionnaire which then processed using the SPSS software program version 26. By using the formula $df = n - 2$ at $n = 75$ with a significant level of 0.05%, the r table = 0.227 was obtained. If r count > r table, it can be said that the statement on the questionnaire is valid. The results of the validity test of this research instrument can be seen in the table below:

Table 2 Validity Test Results

Variabel	Item	R Count	R Table	Description
Work Load (X1)	X1.1	0,649	0,227	VALID
	X1.2	0,729	0,227	VALID
	X1.3	0,679	0,227	VALID
	X1.4	0,811	0,227	VALID
	X1.5	0,752	0,227	VALID
	X1.6	0,761	0,227	VALID
Non Physical Work Environment (X2)	X2.1	0,890	0,227	VALID
	X2.2	0,892	0,227	VALID
	X2.3	0,752	0,227	VALID
	X2.4	0,846	0,227	VALID
	X2.5	0,897	0,227	VALID
Employee Engagement (X3)	X3.1	0,614	0,227	VALID
	X3.2	0,503	0,227	VALID
	X3.3	0,797	0,227	VALID
	X3.4	0,439	0,227	VALID
	X3.5	0,560	0,227	VALID
	X3.6	0,608	0,227	VALID
Job Satisfaction (Y)	Y.1	0,840	0,227	VALID
	Y.2	0,694	0,227	VALID
	Y.3	0,757	0,227	VALID
	Y.4	0,757	0,227	VALID
	Y.5	0,772	0,227	VALID
	Y.6	0,731	0,227	VALID
	Y.7	0,735	0,227	VALID

Source: Primary Data, 2023

The table 2 above shows that all statement items on the Workload, Non-Physical Work Environment, Employee Engagement, and Job Satisfaction variables have a calculated r value greater than r table. So, it can be concluded that all variables (X) and variables (Y) are declared valid as research instruments.

Reliability Test

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The reliability test in this study was carried out by comparing the Cronbach's Alpha values on the research instruments. If all variables have a Cronbach's Alpha value > 0.60, it is stated reliable, so that it can be used as a research instrument. The following are the results of the reliability test in this study which were processed using the SPSS version 26 software program:

Table 3 Reliability Test Results

Variable	Cronbach's Alpha	Description
X1	0,884	RELIABLE
X2	0,909	RELIABLE
X3	0,622	RELIABLE
Y	0,873	RELIABLE

Source: Primary Data, 2023

The table 3 above shows that all statement items on the Workload, Non-Physical Work Environment, Employee Engagement, and Job Satisfaction variables have a Cronbach's Alpha value greater than 0.60. So, it can be concluded that all statements in the variable (X) and variable (Y) questionnaires are declared reliable as research instruments.

Multiple Linear Regression Analysis

This research applies multiple regression analysis in performing statistical calculations. Multiple regression analysis is a statistical method used to project the effect of two or more independent variables on one dependent variable. The aim is to evaluate whether there is a functional or causal relationship between the independent variable and the dependent variable (Riduwan, 2015: 155). The results of multiple linear regression analysis in this study that have been processed using the SPSS software program are as follows:

Table 4 Multiple Linear Regression Analysis Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.790	3.699		3.998	.000
	Work Load	-.765	.066	-1.032	-11.532	.000
	Non Physical Work Environment	.506	.091	.543	5.592	.000
	Employee Engagement	.568	.144	.293	3.938	.000

a. Dependent Variable: Job Satisfaction

Source: Processed Primary Data, 2023

Based on the table 4 above, it can be seen that the multiple linear regression equation is as follows:

$$Y = 14.790 - 0,765 X1 + 0,506 X2 + 0,568 X3 + e$$

1. Constant Value = 14.790

The constant value shows that if the independent variable (Workload, Non-Physical Work Environment, and Employee Engagement) is assumed to be zero, then the dependent variable (Job Satisfaction) value is 14.790.

2. Coefficient Value (b1) = -0,765

The coefficient value shows that the Workload variable has a negative and significant effect, which means that if Workload is increased by 1 unit, Job Satisfaction will decrease by 0.765 units.

3. Coefficient Value (b2) = 0,506

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The coefficient value shows that the Non-Physical Work Environment variable has a positive and significant effect, which means that if the Non-Physical Work Environment is increased by 1 unit, then Job Satisfaction will increase by 0.506 units.

4. Coefficient Value (b_3) = 0,568

The coefficient value shows that the Employee Engagement variable has a positive and significant effect, which means that if Employee Engagement is increased by 1 unit, Job Satisfaction will increase by 0.568 units.

Determination Coefficient (R^2)

The coefficient of determination is used to measure or determine how much the change in the dependent variable is explained or determined by the independent variable. The results of the coefficient of determination in this study can be seen in the following table:

Table 5 Determination Coefficient Results

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.826 ^a	.683	.669	1.824	.683	50.944	3	71	.000

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: Primary Data, 2023

Based on the table 5 above, it can be seen that the coefficient of determination shows the Adjusted R Square number of 0.669, this means that the effect that can be explained by the independent variables (Workload, Non-Physical Work Environment, and Employee Engagement) on the dependent variable (Job Satisfaction) is 66.9%. While the remaining 32.1% is explained by variables not examined in this study.

Partial Test (T-Test)

Hypothesis testing in this study was carried out at a significance level of 0.05 or 5% and the t table value was calculated using the formula $df = n - k - 1$, namely $df = 75 - 4 - 1 = 70$, thus, the t table is 1.993.

Table 6 T Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	14.790	3.699		.000
	Work Load	-.765	.066	-1.032	.000
	Non Physical Work Environment	.506	.091	.543	.000
	Employee Engagement	.568	.144	.293	.000

a. Dependent Variable: Job Satisfaction

Source: Primary Data. 2023

Based on table 6 above, the following conclusions can be drawn as:

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1. First Hypothesis

Hypothesis testing of Workload variables (X1) on Job Satisfaction (Y) through the calculation results that have been obtained that $t \text{ count} < t \text{ table}$ ($-11.532 < 1.933$) and with a significant level of 0.05, namely ($0.000 < 0.05$) This states that the Workload variable has a negative effect on Job Satisfaction of PT XYZ.

2. Second Hypothesis

Hypothesis testing of the Non-Physical Work Environment variable (X1) on Job Satisfaction (Y) through the calculation results that have been obtained that $t \text{ count} > t \text{ table}$ ($5.592 > 1.993$) and with a significant level of 0.05, namely ($0.000 < 0.05$) This states that the Non-Physical Work Environment variable has a positive effect on Job Satisfaction of PT XYZ.

3. Third Hypothesis

Hypothesis testing of Employee Engagement variables (X1) on Job Satisfaction (Y) through the results of calculations that have been obtained that $t \text{ count} > t \text{ table}$ ($3.938 > 1.993$) and with a significant level of 0.05, namely ($0.000 < 0.05$) This states that the Employee Engagement variable has a positive effect on Job Satisfaction of PT XYZ.

Simultaneous Test (F Test)

In this study, the F test was carried out by comparing the calculated F value with the F table value at a significance value of 0,05 ($\alpha = 5\%$)

Table 7 F Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	508.601	3	169.534	50.944	.000 ^b
	Residual	236.279	71	3.328		
	Total	744.880	74			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Employee Engagement, Workload, Non Physical Work Environment

Source: Primary Data, 2023

Based on table 7 above, it can be seen that the calculated F value is 33.223. The F table with $df_1 = 3$ and the degree of denominator is 71, then the F table is 2.73, meaning, $F \text{ count} > F \text{ table}$, namely $50,944 > 3.10$. Significance value of $0.000 < 0.05$, then in the F test it can be concluded that the fourth hypothesis in this study, namely Workload, Employee Work Environment and Employee Engagement simultaneously affect Job Satisfaction of PT XYZ employees, is accepted.

1. **The Influence of Workload On The Job Satisfaction of PT XYZ Employees**

Based on the results of research that has been carried out by testing, the Workload variable which is partially tested produces a $t \text{ value} < t \text{ table}$, namely $-11.532 < 1.993$ and the significant level obtained is $0.000 < 0.05$. Thus, it can be concluded that the Workload variable has a negative and significant effect on Job Satisfaction of PT XYZ employees.

The results of this study are in line with previous research conducted by Novita and Kusuma (2020) which states that workload has a negative and significant effect on Job Satisfaction in employees of the Nusantara Cooperative, Bengkulu and Curup branches. Therefore, it can be concluded that the higher the workload received, the lower the Job Satisfaction felt by employees.

2. **The Influence Non Physical Work Environment On The Job Satisfaction of PT XYZ Employees**

Based on the results of research that has been done by testing, the Non Physical Work Environment variable which is tested partially produces a $t \text{ value} > t \text{ table}$, namely $5.592 > 1.993$ and the significant level obtained is $0.000 < 0.05$. Thus, it can be concluded that the Non Physical Work Environment variable has a positive and significant effect on Job Satisfaction of PT XYZ employees.

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The results of this study support the results of previous research conducted by Anasi (2020) which states that the results of the study indicate that there is a relative and statistically significant linear relationship between the work environment and Job Satisfaction of librarians in Southwest, Nigeria..

3. **The Influence of Employee Engagement On The Job Satisfaction of PT XYZ Employees**

Based on the results of research that has been carried out by testing, the Employee Engagement variable which is tested partially produces a t value $> t$ table, namely $3.938 > 1.993$ and the significant level obtained is $0.000 < 0.05$. Thus, it can be concluded that the Employee Engagement variable has a positive and significant effect on Job Satisfaction of PT XYZ employees.

The results of this study are in line with previous research conducted by Putri and Hermiati (2023), explaining that Employee Engagement has a positive and significant effect on Job Satisfaction of employees of the Putra Sawargi Mandiri Optical Company in Majalengka.

4. **The Influence of Workload, Non Physical work Environment, and Employee Engagement On The Job Satisfaction of PT XYZ Employees**

Based on the results of the F test conducted in this study, the calculated F value obtained is $F_{\text{count}} > F_{\text{table}}$, which is $50,944 > 3.10$ with a significance value of $0.000 < 0.05$. Thus, it can be concluded that Workload, Work Environment, and Employee Engagement simultaneously affect the Job Satisfaction of PT XYZ employees.

5. **Conclusions**

Based on the results of the research that has been conducted, the following conclusions can be drawn as:

1. There is a negative and significant influence of Workload on Job Satisfaction of PT XYZ Employees.
2. There is a positive and significant influence of Non Physical Work Environment on Job Satisfaction of Employees of PT XYZ
3. here is a positive and significant influence of Employee Engagement on Job Satisfaction of Employees of PT XYZ
4. There is a positive and significant influence of Workload, Work Environment, and Employee Engagement on Job Satisfaction of PT XYZ Employees.

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