

THE EFFECT OF WORK ENVIRONMENT AND WORKLOAD ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION IN EMPLOYEES OF PT. TELKOM BANDA ACEH

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<http://doi.org/10.35409/IJBMER.2025.3680>

ABSTRACT

This study aimed to assess the impact of the work environment and workload on employee performance, with job satisfaction serving as a mediator. The population consisted of employees at PT. Telkom Banda Aceh, totaling 165 individuals, with the sample encompassing the entire population through a census approach. The data analysis was conducted using SEM-AMOS. The findings indicate that the environment has a significant positive effect on satisfaction, while workload adversely affects satisfaction significantly. Additionally, the environment positively influences employee performance, whereas workload negatively impacts employee performance. Satisfaction is shown to positively influence employee performance. However, it does not significantly mediate the environment effect on employee performance. In contrast, satisfaction does partially mediate the impact of workload on employee performance. These results suggest that enhancing employee performance at PT. Telkom Banda Aceh relies on optimizing the work environment, reducing workload, and increasing job satisfaction among employees.

Keywords: Work Environment, Workload, Employee Performance and Job Satisfaction.

1. INTRODUCTION

PT. Telkom Indonesia, widely recognized as Telkom, stands as the largest state-owned telecommunications company in Indonesia. The company operates numerous branch offices across the nation, including one in Banda Aceh. This branch plays a crucial role in delivering telecommunications services to both the community and local businesses. Additionally, PT. Telkom Banda Aceh is instrumental in enhancing the telecommunications infrastructure within the Aceh region by expanding network coverage and improving service quality to meet the needs of its customers. A key factor that can enhance the image of PT. Telkom Indonesia Banda Aceh is the performance of its employees. Employee performance can be assessed through various indicators, such as the quality of work, quantity of output, adherence to deadlines, productivity levels, and overall contributions to organizational objectives (Egemen 2024). Furthermore, employee performance is influenced by several factors, including the work environment (Mensah et al., 2023). A healthy work environment, which includes aspects such as physical comfort, good relationships between coworkers, support from managers, and work-life balance, can increase employee motivation, productivity, and satisfaction. Conversely, a negative work environment can lead to stress, burnout, and decreased performance. (Phong & Yandi, 2020) A supportive environment, such as adequate facilities, harmonious relationships between employees, and recognition for achievement, can increase motivation and job satisfaction. Employees who feel appreciated and comfortable are usually more motivated to work harder and give their best

contribution. Conversely, an unsupportive environment, such as a lack of facilities, poor hygiene, or conflict between coworkers, can decrease motivation and lead to job dissatisfaction. Dissatisfied employees tend to produce less and have higher absenteeism rates. (Ingsih et al. 2021)

In addition, the workload is one of the factors that can influence the performance of employees. Excessive workload can cause excessive stress, which ultimately leads to burnout. When employees feel stressed, they tend to be less focused, make mistakes easily, and their performance decreases. If the employee's workload is balanced and in accordance with their abilities and capacities, employees will be able to complete tasks well and efficiently. Employees who have an appropriate workload tend to be more focused, motivated, and produce high-quality work results. The results of research from Bruggen (2015) and Riwukore et al. (2022) state that the workload work affects the performance of employees. However, the research results from Johari et al. (2017) prove that the workload work does not affect the performance of employees. A balanced workload that is in accordance with the capacity and skills of employees can increase job satisfaction. Employees who feel able to complete tasks well without feeling burdened will be more satisfied with their work. Conversely, when employees feel overwhelmed by the amount of work that exceeds their abilities or the time available, their job satisfaction can decrease. Workload and job satisfaction are closely related and influence each other. A workload that is too high or too low can decrease job satisfaction, while a balanced workload tends to increase satisfaction. Effective workload management is essential to ensure that employees remain satisfied, motivated, and mentally healthy in the work environment. The research results from Safdar et al. (2019) stated that workload influences work satisfaction.

Satisfaction work can have a positive impact on the performance of employees. Employees who are satisfied with their jobs tend to be more motivated to give their best in their jobs. Employees are more passionate, enthusiastic, and willing to contribute to their full potential, which ultimately improves employee performance. Job satisfaction is often associated with a greater commitment to the organization. Satisfied employees are more likely to feel connected to the goals and values of the company, which makes employees work harder and with greater dedication. Employees who are satisfied with their jobs are more likely to participate in innovation and provide creative ideas. A satisfying work environment can stimulate creativity and make employees feel safe to experiment with new ways of completing tasks. The results of a study by Egemen (2024) stated that job satisfaction affects the performance of employees. Then the research results from Tafese, (2024) stated that employee satisfaction work affects the performance of employees. Satisfaction work can play a role in mediating work environment influence on the performance of employees (Hartanti 2019) A conducive work environment, such as good facilities, positive social relationships, supportive leadership styles, and opportunities for development, can increase employee satisfaction. When employees feel comfortable, safe, and supported in their work, they tend to be more satisfied. Job satisfaction acts as a mediator between the work environment and employee performance. This means that although a good work environment contributes directly to employee performance, the effect is often channeled through increased job satisfaction. Satisfied employees are more likely to demonstrate high motivation, commitment to work, and better productivity, all of which contribute to better performance (Marbun 2022).

The phenomenon occurs based on the results of initial observations (surveys) with 12

employees of PT. Telkom Banda Aceh that a positive, safe, and supportive work environment greatly influences employee productivity and comfort. However, there are several employees who state that employees feel the work environment is inadequate (eg lack of facilities, noise, or conflict between teams), this can reduce job satisfaction. At PT. Telkom Banda Aceh. Then the workload that is too high or too low can have an impact on the level of job satisfaction and performance. Excessive workload can cause fatigue, stress, and eventually *burnout* which reduces job satisfaction and performance. Conversely, a workload that is too low makes employees feel unchallenged and has the potential to reduce motivation. In a company like PT. Telkom Banda Aceh, it is important to balance the workload so that employees remain motivated and not overburdened.

2. LITERATURE REVIEW

Performance Employee

Performance is related to the extent to which individuals or teams successfully complete tasks to achieve organizational goals, while still following predetermined performance standards (Liu and Ren 2022). Employee performance is not just about the end result but also involves the process, behavior, and individual contribution to organizational goals. Performance evaluation Employees often consider factors such as skills, effort, and the context in which the work is performed (Birkenmeier and Sanséau 2016). Performance Employee performance refers to the effectiveness, efficiency, and quality of work performed by an individual or group within an organization. It encompasses various aspects related to how assigned tasks and responsibilities are carried out and the extent to which the results achieved are in accordance with the goals and standards set (Uddin, Azim, and Islam 2023).

Environment Work

Work environment refers to elements in the workplace that include organizational structure, interpersonal relationships, and physical conditions such as noise, air quality, and workspace design, all of which affect employee productivity and well-being (Yusuf et al., 2022). Work environment is a term that encompasses various aspects of the workplace that affect employee performance, satisfaction, and well-being. The work environment is everything related to the physical and non-physical in the workplace, including layout, physical conditions, and relationships between employees and managers, which affect the way employees work and perform (Nguyen & Yandi, 2020). The environment works as all elements in the workplace that can impact employee performance and motivation, including physical factors such as lighting and layout, as well as social factors such as interactions between employees and organizational culture (Fajriansyah et al. 2022).

Workload

Workload is the demands of the job perceived by the individual, which includes the number and complexity of tasks to be completed. The workload can also be influenced by employee perceptions of the support and resources available (Jame et al., 2022). Workload is the number and intensity of tasks that must be done by an individual in a certain period. Employees emphasize that an unbalanced or excessive workload can affect employee performance and well-being (Worotikan, Tumbuan, and Arie 2023). Burden work is an individual's perception of the task

demands that employees must fulfill. This includes the cognitive, physical, and emotional aspects required to complete the task (Firjatullah et al., 2023). Workload Work is the level of effort required by an individual to complete a certain amount of work within a certain period of time. It includes the amount of work to be done as well as the difficulty and intensity of the work (Pütz et al. 2022).

Job Satisfaction

Job satisfaction is the degree to which employees feel connected to the goals and mission of the organization, and the extent to which employees feel their work is important and meaningful. It also includes assessments of management, company culture, and personal development opportunities (Suleman and Hussain 2018). Job satisfaction is the degree to which individuals feel involved, motivated, and valued in their work. It involves evaluating working conditions, work-life balance, recognition, and career development opportunities (Tafese Keltu 2024). Job satisfaction Work includes various aspects that affect employee feelings and attitudes towards employee work, including emotional and cognitive aspects, as well as evaluations of various job factors. The latest definition also highlights the importance of engagement, work-life balance, and career development in increasing job satisfaction (Atturizky and Muhammad Ekhsan 2024).

3. METHOD

This research was conducted at PT. Telkom Banda Aceh located at Banda Aceh City, Aceh. The population studied was all employees of PT. Telkom Banda Aceh, totaling 165 people, used the entire population as respondents (Sugiyono, 2019:80) . There are two sources of data used, namely primary and secondary data. Sekaran & Bogie (2017) stated that the primary is data collected by researchers through instruments such as surveys, interviews, focus groups, or observations. Secondary is data that is already available, and comes from sources such as statistical publications, government reports, published or unpublished documents, previous research results, case studies, online data, or library documents. To analyze the data, this study uses the Structural Equation Modeling (SEM) method with the AMOS application (Hair et al., 2014) (Ferdinand 2014). This complex model display reflects the reality that management decision-making is a complex and multidimensional process, with various patterns of causative relationships that are hierarchical. In this study, to optimize the use of variable names, the work environment will often be called environment, job satisfaction will often be called satisfaction, and employee performance will often be called performance.

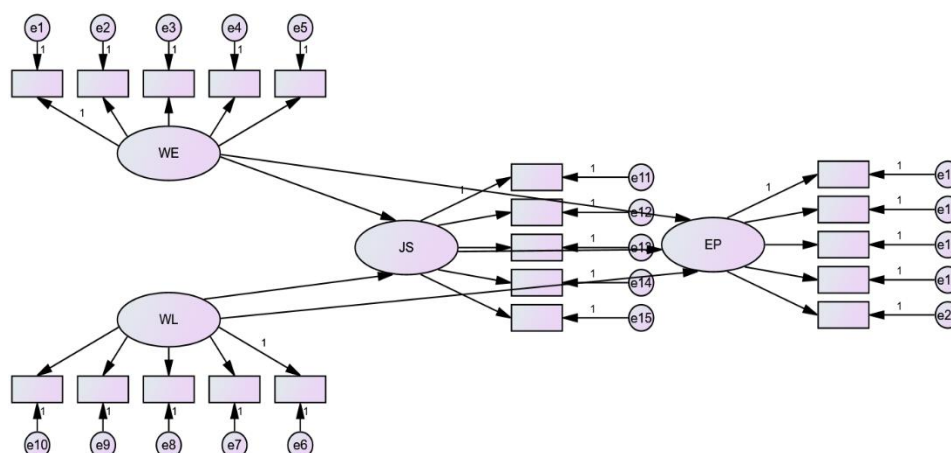


Figure 1. Research Model

The hypotheses tested are :

H1 : significantly environment influences performance

H2 : significantly workload influences performance

H3 : significantly environment influences satisfaction

H4 : significantly workload influences satisfaction

H5 : significantly satisfaction influences performance

H6 : significantly environment influences performance through satisfaction

H7 : significantly workload influences performance through satisfaction

4. RESULT AND DISCUSSION

Confirmatory Factor Analysis (Measurement Model)

The CFA test result is shown in Figure 2 below.

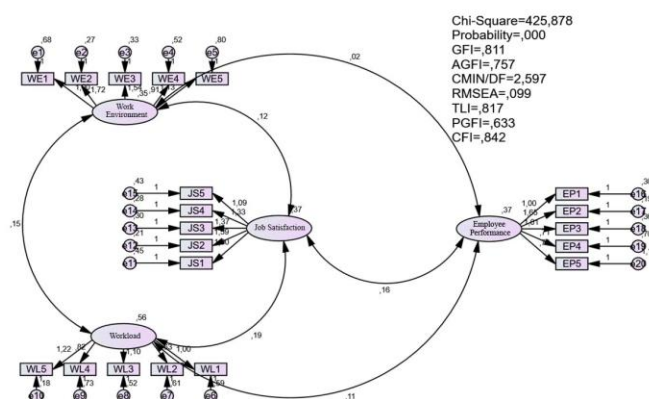


Figure 2. Measurement Model Analysis

Based on the figure 2, the loading factor is shown in Table 1 below:

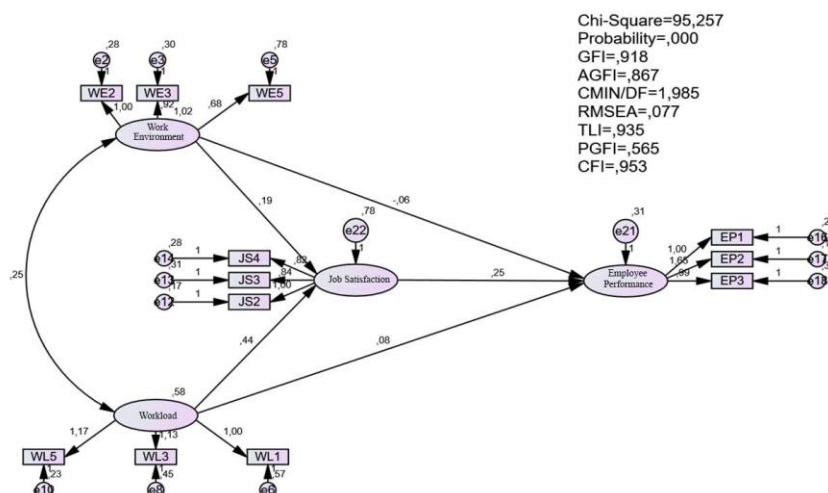
Table 1. Loading Factor

	Estimate
WE1 <--- Environment	, 6 82
WE2 <--- Environment	,892
WE3 <--- Environment	,843
WE4 <--- Environment	, 6 99
WE5 <--- Environment	, 6 98
WL1 <--- Workload	,698
WL2 <--- Workload	, 6 15
WL3 <--- Workload	,752
WL4 <--- Workload	, 7 80
WL5 <--- Workload	,905
JS1 <--- Satisfaction	,670
JS2 <--- Satisfaction	,902
JS3 <--- Satisfaction	,835
JS4 <--- Satisfaction	,835
JS5 <--- Satisfaction	,710
EP1 <--- Performance	,744
EP2 <--- Performance	,919
EP3 <--- Performance	,716
EP4 <--- Performance	, 7 59
EP5 <--- Performance	, 7 89

Source: Processed Data (2025)

Structural Model Analysis

The structural test for the model can be seen in the following figure.


Figure 3. Structural Model Analysis

The detail of the direct effect test result is shown below.

Table 2. Direct Effect Test Result

			Estimate	S.E.	C.R.	P
Satisfaction	<---	Workload	-0.440	0.119	-3.687	0.000
Satisfaction	<---	Environment	0.187	0.085	2.197	0.028
Performance	<---	Environment	0.160	0.075	2.133	0.032
Performance	<---	Workload	-0.184	0.072	-2.556	0.011
Performance	<---	Satisfaction	0.246	0.061	4.034	0.000

5. DISCUSSION

H1 : Environment on Performance at PT. Telkom Banda Aceh

The result reveals that the work environment positively influences the performance of employees significantly, with CR 2.133 <1.96 and p 0.466> 0.05. The magnitude is 0.160. A positive and supportive work environment is very important to improve employee performance, at PT. Telkom Banda Aceh, because it can create a productive, healthy, and innovative work atmosphere. The results of this study are in line with (Phong & Yandi, 2020) which state that the environment affects employee performance. Zhenjing et al. (2022) stated that the work environment work affects employee performance. Then the research results from Fajriansyah et al. (2022) stated that the work environment work affects employee performance. An environment that supports cooperation between teams and departments will encourage better collaboration. At PT. Telkom Banda Aceh, effective communication and an open workspace can facilitate more solid teamwork, which leads to more productive work results. The availability of good facilities and infrastructure in the PT. Telkom Banda Aceh's work environment such as fast internet access, ergonomic workspaces, and supporting technology, allows employees to work more efficiently and focus on employee tasks.

H2 : Workload on Performance at PT. Telkom Banda Aceh

The test result shows workload negatively influences the performance of employees significantly, with CR -2.556> 1.96 and p 0.011<0.05. The magnitude resulted in -0.184. At PT. Telkom Banda Aceh, the workload is well organized and in accordance with the employee's abilities, employees can complete employee tasks without feeling burdened. In this case, even though there is work to be done, proper time management and task allocation can reduce the negative impact on performance. Employees can maintain the quality of employee work without feeling stressed. With careful planning, employees can manage their time to complete work according to priority, which makes the impact of high workloads low on employee performance. A workload that has a low impact on employee performance can mean that the company has succeeded in managing the workload effectively, ensuring that employees can work optimally without feeling burdened.

H3 : Environment on Satisfaction at PT. Telkom Banda Aceh

The result shows that the work environment positively influences job satisfaction significantly, with CR 2.197> 1.96 and p 0.028 <0.05. The magnitude is 0.187. This is because a clean, orderly, and safe work environment increases employee comfort. If employees feel safe and comfortable in the workplace, employees are more likely to feel satisfied with their work. PT. Telkom Banda

Aceh has facilities that support safety and comfort, employees will feel appreciated, which has an impact on employee job satisfaction. A work environment that supports collaboration and open communication between coworkers and superiors can strengthen interpersonal relationships. When work relationships are good, employees feel more accepted and appreciated, which can increase employee satisfaction. PT. Telkom Banda Aceh, with a work culture that supports good communication, can create a positive work atmosphere. A work environment that is equipped with adequate facilities, such as a comfortable workspace, modern technology facilities, and easy access to necessary resources, contributes to job satisfaction. Employees of PT. Telkom Banda Aceh who has supportive facilities will feel more productive and appreciated.

H4 : Workload on Satisfaction at PT. Telkom Banda Aceh

The results show that workload negatively influences job satisfaction significantly, with $CR-3.687 > 1.96$ and $p\ 0.000 < 0.05$. The magnitude is -0.440 . This result is in line with Safdar et al. (2019) which states that the work environment work influences satisfaction at work. The workload is well managed and balanced, and employees feel that the tasks given are in accordance with the capacity and abilities of employees. If PT. Telkom Banda Aceh is able to divide tasks fairly and realistically, employees will not feel pressured and will find it easier to achieve satisfaction in their work. Employees who have good time management skills can manage employee tasks efficiently, even though the workload is quite a lot. If employees can plan their time well, employees will feel more controlled and not burdened. Effective time management can help reduce the negative impact of workload on job satisfaction.

H5 : Satisfaction on Performance at PT. Telkom Banda Aceh

The test results prove that job satisfaction positively influences the performance of employees significantly, with $CR\ 4.034 > 1.96$ and $p\ 0.000 < 0.05$. The magnitude is 0.246 . Employees who are satisfied with their work tend to be more motivated to work well. Job satisfaction is closely related to the level of personal satisfaction obtained from the work environment, the awards received, and the feeling of being appreciated. Employees who feel satisfied will be more enthusiastic and work harder, thereby improving employee performance. At PT. Telkom Banda Aceh, high motivation will help employees achieve targets and complete tasks with better quality. High job satisfaction will make employees feel more at home and loyal to the company. Employees who are satisfied with their work tend to be absent less often and are less likely to leave the company. Conversely, job dissatisfaction can lead to higher absenteeism and higher employee turnover rates, which will certainly disrupt the overall performance of the company. PT. Telkom Banda Aceh which maintains employee job satisfaction can minimize this problem, which in turn supports stable performance.

H6 : Environment on Performance at PT. Telkom Banda Aceh through Satisfaction

To prove the mediation effect of H6, we can see the following test figure:

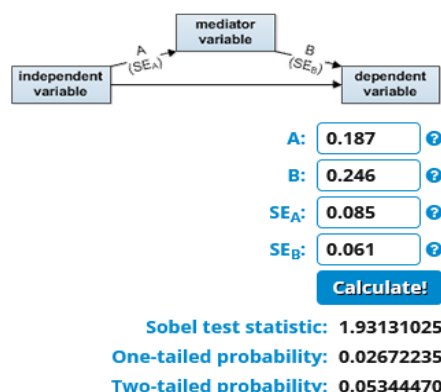


Figure 4. Sobel Test of H6

Testing the H6 shows a statistic test of $1.931 < 1.96$ and $p\ 0.053 < 0.05$. So this proves that the H6 is not significant.

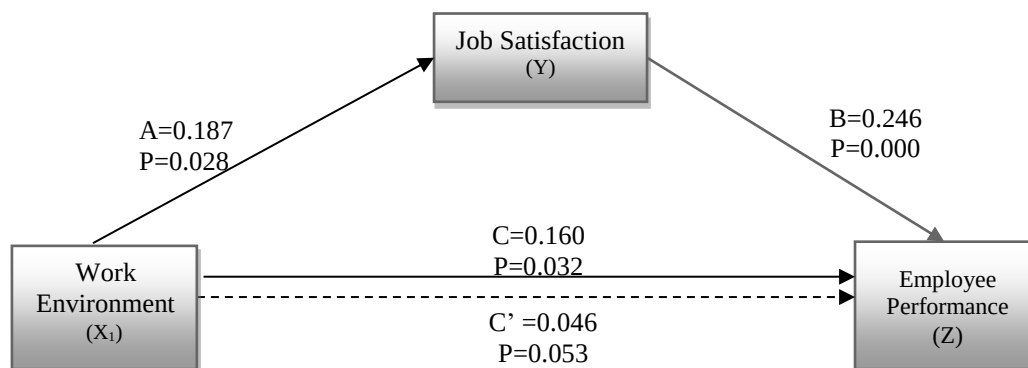


Figure 5. Hypothesis 6 Mediation Effect Chart

Figure 5 shows the path A $\beta = 0.187$, $p = 0.028 < 0.05$; B $\beta = 0.246$, $p = 0.000 < 0.05$; C $\beta = 0.160$, $p = 0.032 < 0.05$, and; C' $\beta = 0.046$ ($0.187 \times 0.246 = 0.046$), $p = 0.053 > 0.05$. The data clearly indicates that paths A, B, and C possess significant value, whereas path C' does not exhibit the same level of importance. The effect size was small, measuring at 0.046. Therefore, there is no significant mediation in the H6 model; instead, the work only impacts employee performance directly. At PT. Telkom Banda Aceh, a work environment that pays attention to the physical and mental well-being of employees can increase employee job satisfaction. Good facilities, a comfortable working atmosphere, and welfare programs (such as health and fitness) can help employees feel appreciated and comfortable. When employees feel their welfare is being cared for, employees are more motivated to work well, which improves employee performance at PT. Telkom Banda Aceh. A work environment that encourages a positive, open, and collaborative culture makes employees feel more satisfied with their work. When communication between employees and superiors runs smoothly, and the work atmosphere is mutually supportive, employees find it easier to work effectively and efficiently. The satisfaction that arises from this

good relationship will ultimately improve employee performance, because employees feel supported and have the enthusiasm to give their best. (Nguyen & Yandi, 2020) . A work environment that provides opportunities for employees to develop their skills and careers will increase job satisfaction. When employees feel that they have opportunities to develop, they will feel more appreciated and more motivated to work hard. At PT. Telkom Banda Aceh, opportunities for training, learning, and promotion in a supportive work environment can increase job satisfaction which leads to better performance. (Iqbal et al., 2021; Hartanti, 2019) .

H7: Workload on Performance at PT. Telkom Banda Aceh Through Satisfaction

To prove the significant mediation effect of H7, we can see the following test figure:

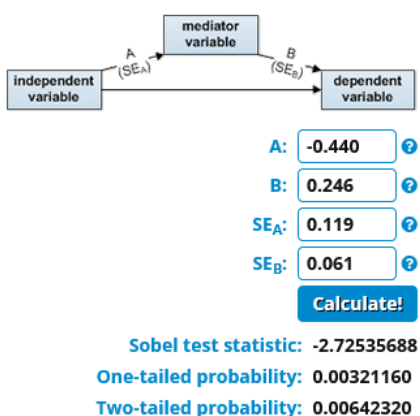


Figure 6. Sobel Test of H7

Testing the H7 resulted in a statistical test $-2.725 > 1.96$ and $P = 0.006 < 0.05$. So this proves that the H7 is significant.

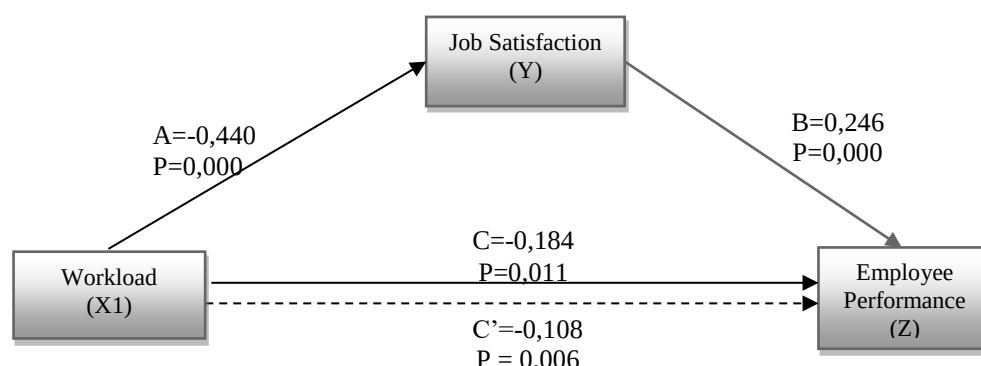


Figure 7. Hypothesis 7 Mediation Effect Chart

Figure 7 shows the path $A \beta = -0.440$, $p = 0.000 < 0.05$; $B \beta = 0.246$, $p = 0.000 < 0.05$; $C \beta = -0.184$, $p = 0.011 < 0.05$, and; $C' \beta = -0.108$ ($-0.440 \times 0.246 = -0.108$), $p = 0.006$. So, path C' is proven to be a partial mediation, meaning that job satisfaction is proven to significantly mediate the work environment's influence on employee performance, besides the work environment can also directly influence employee performance (without job satisfaction as a mediator). The

magnitude of job satisfaction mediation effect in the H7 model is -0.108. At PT. Telkom Banda Aceh, the workload is well-regulated and proportional, and employees do not feel stressed or overwhelmed. If PT. Telkom Banda Aceh is able to manage the division of tasks wisely, even though employees have a lot of work, employees still feel able to complete it without excessive stress. This will help maintain employee job satisfaction and, in turn, improve employee performance. High or excessive workload does not always affect employee performance if employees have the right skills, knowledge, and resources to deal with it. Employees who have sufficient competence feel more confident and able to handle the work at hand, so that employees remain satisfied. Thus, employees can continue to work productively without being disturbed by the workload, which ultimately improves employee performance (Riwukore, Yustini, and Likur 2022). Flexible and fair workload management is an important factor in maintaining employee job satisfaction. If PT. Telkom Banda Aceh has a system that ensures a fair distribution of workload between employees, no one feels too burdened or too light in their work, this can maintain work balance and job satisfaction. When employees feel that their workload is balanced and fair, employees will feel more satisfied and will improve employee performance (Worotikan, Tumbuan, and Arie 2023).

5. CONCLUSION

The findings demonstrate that the environment significantly positively influences satisfaction, whereas workload has a significant negative effect on employee satisfaction. Additionally, the environment positively affects employee performance, while a heavy workload negatively impacts performance. There is a significant positive relationship between satisfaction and employee performance; however, it is noteworthy that satisfaction does not significantly mediate the impact of the environment on employee performance. In contrast, satisfaction partially mediates the effect of workload on employee performance. These results elucidate that improving employee performance at PT. Telkom Banda Aceh relies on optimizing the work environment, reducing workload, and enhancing job satisfaction among employees. This conclusion not only validates existing theories but also reinforces the assumptions of the research model. Furthermore, this premise can serve as a reference for future research concerning the identified variables. Based on the survey results, several practical recommendations have emerged from the research.

1. Employee performance has reached a good category, but in order to maintain and improve the quality of work of PT. Telkom Banda Aceh employees to be even better, training can be created that can improve employee skills and offer a career ladder so that it can motivate employees to improve their performance.
2. Work environment has reached a good category, but in order to maintain and improve the work environment of PT. Telkom Banda Aceh employees to be even better, a family gathering can be created so that fellow employees can share work experiences and provide rewards for employees who have work achievements, work skills, and work abilities.
3. Workload has reached a good category, but in order to maintain a workload with positive emotions, discussions can be held between employees and employees can be involved more often in every activity which will ultimately achieve success in every job and it is hoped that employees can participate in an organization.
4. Job satisfaction has reached a good category, but in order to maintain and improve the job satisfaction of PT. Telkom Banda Aceh employees, each employee can be given the

opportunity to work together or share work experiences in achieving a common goal, namely in government agencies, and can maintain good relations between fellow employees.

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