
The Influence of Work Environment and Workload on Job Satisfaction Through Work Stress of Aceh Regional Police Officer (Study on The Directorate of Special Criminal Investigation)

Rina Zahara, Amri*, & Ridwan

Management Department, Universitas Syiah Kuala, Indonesia

DOI - <http://doi.org/10.37502/IJSMR.2023.6918>

Abstract

This study examines the work environment and workload influence on work stress and its implications on the job satisfaction of Police Officers assigned to the Directorate of Special Criminal Investigation of the Aceh Regional Police. This study used a census technique, surveying 70 police officers. Testing the research hypothesis was carried out with the approaches of a one-sample t-test, the Partial Least Square (PLS) test, and the Sobel test. Research results prove that Environment, workload, work stress, and satisfaction have gone well, Work environment affects work stress, Workload affects work stress, Work environment affects satisfaction, Workload affects satisfaction, Work stress does not affect satisfaction, Work stress mediated Work environment effect on satisfaction, and Work stress mediated Workload effect on satisfaction. It can be seen from these findings that work stress in the model acts as a full mediator. These findings also explain that the model of increasing satisfaction in working at the Directorate of Special Criminal Investigation of the Aceh Regional Police is a function of increasing the comfort of the work environment, adjusting the workload, and adjusting the work stress of its officers.

Keywords: Work environment, workload, work stress, personnel performance.

1. Introduction

The Aceh Regional Police is an institution that carries out the role of the Police in Aceh Region, Indonesia. To see an initial picture related to this research, a random preliminary survey for this study was carried out on thirty (30) police officers of the Directorate of Special Criminal Investigation of the Aceh Regional Police, finding that the officer's job satisfaction was in a good category. The data shows that the average value is 4.08 and is in a good category, which shows that the officer's satisfaction is in a satisfied position. It's just that there is an indicator that still needs to be improved, namely the skills of the personnel in completing the work.

Low satisfaction can be caused by work stress (Ali & Abid, 2015). Stress at work is a universal aspect of work experience, which is very often expressed as job dissatisfaction but is also expressed in strong affective states such as anger, frustration, hostility, and annoyance (Manihuruk & Tirtayasa, 2020). In general, work pressure/stress can be more detrimental to personnel institutions, or organizations. For employees, these consequences can take the form of reduced work enthusiasm, great anxiety, frustration, and so on (Shi, Chen, & Cheung, 2023). The fact is that the high level of stress among Aceh Regional Police officers at the Directorate of Special Criminal Investigation does indeed affect the level of work productivity. This could

be due to time pressure due to deadlines that must be pursued which has an impact on adding long working hours outside of normal time. The initial survey for work stress found that it shows that the average value is 3.51 and is in the high category, which indicates that personnel work stress is already in a high position. It can be seen that the personnel find it difficult to complete the demands of the tasks given by the leadership and have difficulty communicating with colleagues.

A working environment is good if it is healthy, comfortable, safe, and enjoyable for employees to complete their work. According to (Casson, 2006) the work environment is something from the work environment that makes work easy or difficult. As for the initial survey regarding the work environment variable found that the average value is 3.61 and is in the category good, which indicates that the working environment at the Directorate of Special Criminal Investigation of the Aceh Regional Police is already well. Even so, there is an indicator that is still low, namely regarding a clean and pleasant work environment with an average value of 3.03. Regulation of Indonesia Minister of Home Affairs (Permendagri) No. 12/2008 states that workload is the amount of work that must be carried by a position/organizational unit and is the product of work volume and time norm. The workload assigned to personnel can be categorized into three conditions, namely workload that is according to standards, workload that is too high, and workload that is too low. As for the initial survey, the workload data shows that the average value is 3.35 and the workload experienced by personnel is low. However, there is an indicator with the highest burden, which is regarding the completion of work that requires overtime with a value of 3.35.

2. Literature

Work environment

Agreeing to (Saydam, 2000) characterizes the work environment as the complete work framework that exists around workers who are carrying out work that can influence the work itself. Even though the work environment is an imperative figure and can influence representative execution, right now there are still numerous companies that pay small consideration to the working environment conditions around their company. A working environment condition can be said to be great in case the work environment is sound, comfortable, secure, and agreeable for representatives in completing their work. (Mangkunegara, 2017) reveals the work environment is planned in such a way as to form a working relationship that ties work to the environment. A charming work environment can make representatives feel at domestic in completing their work and being able to attain ideal comes about. Alternately, on the off chance that the working environment conditions are insufficient, it will have a negative effect on diminishing the efficiency level of worker performance. The indicators used to measure the work environment according to (Hanaysha, 2016) are: 1. Supporting facilities for carrying out work tasks, 2. Clean and pleasant work environment, 3. Being in a state of security and peace, and 4. The work environment is not noisy. The work environment in this article will also often be referred to as "environment" only.

Workload

According to (Sasongko, Zaika, & Suharyanto, 2017), indicators of workload are level of difficulty, overtime, work completion time, responsibilities, and working conditions. (Bouckenooghe, Devos, & Broeck, 2009) define workload as a stimulus that occurs in the work

environment, which requires ongoing attention and response from the individual to overcome the stimulus until it is finished or finished. Furthermore, (Peeters, Montgomery, Bakker, & Schaufeli, 2005) define workload as the extent to which the environment contains stimuli that strictly require attention and response. The workload is work-related tasks that require a variety of effort and complex problem-solving to deal with clients. (Meidilisa & Lukito, 2020). Although workload is not a negative thing, it can turn into job stressors when meeting demands that require great effort and therefore are associated with costs that elicit negative responses such as depression, anxiety, or burnout (Schaufeli & Bakker, 2004). According to (Sasongko et al., 2017), indicators of workload are: 1) Difficulty level: How difficult is the work that must be carried out, 2) Overtime: Can excessive workload also be converted into overtime? 3) Time for completion of work: How flexible is the time allotted to complete the work, 4) Responsibilities: How much responsibility must be borne, 5) Working conditions: Are they friendly enough to work comfortably.

Work Stress

Stress has outside or inside impacted on human execution which can be seen from the quality of data obtained by tactile receptors or the exactness of reactions. Already examined components that influence stretch levels incorporate surrounding temperature, commotion, need for rest, weariness, excitement, work requests, identity variables, job satisfaction, workload, work parts, work characteristics, bureaucracy, work pressure, and weight time. According to (Hellriegel & Slocum, 2017), said that work stress is a common and expensive problem in the workplace, which touches several employees. According to (Daft, 2014), work stress is a difficulty, inconvenience, tiring, and even scary. The concept of work stress reveals that people who experience work stress become nervous. Work stress is additionally a misfortune of productivity and a common propensity towards work. Representatives may endure from mental weariness in expansion to physical weakness they may encounter from being constrained to carry out the strenuous necessities of certain errands (Meidilisa & Lukito, 2020). According to (Prihatini, 2007), several indicators can cause work stress, namely: 1) Task demands: abilities compared to task demands, 2) Role demands: abilities compared to role demands, 3) Interpersonal demands: abilities compared to interpersonal demands, 4) Organizational structure: capabilities compared to functions within the organization, 5) Organizational leadership: capabilities compared to the demands arising from workload.

Job satisfaction

(Hsu, Lin, Lawler, & Wu, 2007) describes the degree of satisfaction as based on the reality confronted and gotten as recompense for the exertion and vitality given. Satisfaction depends on the reasonableness or adjustment between anticipated and reality. (Suwanto & Priansa, 2016) explains that job satisfaction is an employee's sentiments towards his work. Employees' sentiments towards their work reflect their state of mind and behavior at work. Wonderful or repulsive passionate states with which representatives see their work portray a fulfillment, (Luthans, 2013). Agreeing with (Mathis & Jackson, 2019) work fulfillment could be a positive enthusiastic state that's the result of assessing one's work involvement. (Newstrom & Davis, 2002) expressed that job satisfaction may be a set of employees' sentiments almost whether their work is wonderful or repulsive. Job satisfaction is measured according to (Luthans, 2013), with comfortable working conditions, adequate work equipment, appropriate salary and benefits, skilled at carrying out work, equal opportunity to get promotions, and harmonious

association with co-workers. (Hughes, Ginnett, Curphy, & Izzati, 2012) emphasized that "satisfaction is related to one's sentiments or demeanors around the work itself, compensation, advancement or instructive openings, supervision, co-workers, workload and others. In this case, what is implied by this state of mind is everything related to work such as supervision, compensation, working conditions, encounters on aptitudes, reasonable and non-detrimental work evaluations, great social relations at work, and speedy determination of complaints. and great treatment from administration towards employees." Job satisfaction in this article will often be referred to as "satisfaction" only.

Model and Hypothesis

This study formulated a model to be tested and hypothesized as follows.

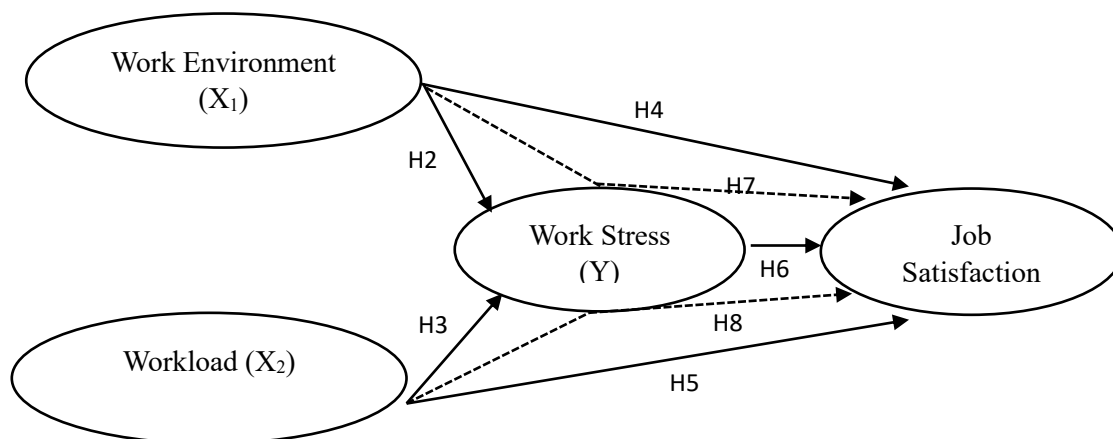


Figure 1. Research Model

H1: Work environment, workload, work stress, and satisfaction have gone well

H2: Work environment affects work stress

H3: Workload affects work stress

H4: Work environment affects satisfaction

H5: Workload affects satisfaction

H6: Work stress affects job satisfaction

H7: Work stress mediated Work environment effect on satisfaction

H8: Work stress mediated Workload effect on satisfaction

Research Novelty

Research related to workload, work environment, and work stress has been done before by (Yosiana, Hermawati, & Mas'ud, 2020), however, their research has differences from this study. Previous research used the same mediating variable as in this study, namely work stress. However, there are differences regarding the dependent variable used. They used the dependent variable in the form of employee performance, while in this study, namely satisfaction. Another difference that this research has with previous research conducted is the object of research. Their research involved nurses working at Community Health centers. However, this study surveys the officers of the Directorate of Special Criminal Investigation of the Aceh Regional Police. In addition, previous studies used multiple linear regression to analyze the sample data used in their research, but this study used SmartPLS.

3. Method

This survey was conducted at the Directorate of Special Criminal Investigation of the Aceh Regional Police, Indonesia, with the objects namely work environment (X1), workload (X2). Work stress as a mediator (Y) and Satisfaction (Z). This study used a census technique, surveying 70 police officers. Testing the research hypothesis was carried out with the following approaches:

1. The descriptive test was carried out through a one-sample t-test using the SPSS software.
2. The direct causality test was carried out through the Partial Least Square (PLS) test through the smart PLS software.
3. The mediation test was carried out through the Sobel test using the Sobel calculator.

4. Results

Descriptive Hypothesis Test

Table 1. One Sample T-Test

	Test Value = 3.41					
	t	Df	Sig. (2-tailed)	Mean Differences	95% Confidence Interval of the Difference	
					Lower	Upper
Work environment	7,580	69	,000	,62571	,4610	,7904
Workload	-33,922	69	,000	-1.61000	-1.7047	-1.5153
Work Stress	-30,403	69	,000	-1.70429	-1.8161	-1.5925
Job satisfaction	15,313	69	,000	,81357	,7076	,9196

The table above shows the significance below 0.05 so it reveals that all variables have gone well, thus accepting H1.

Direct Influence Hypothesis Test

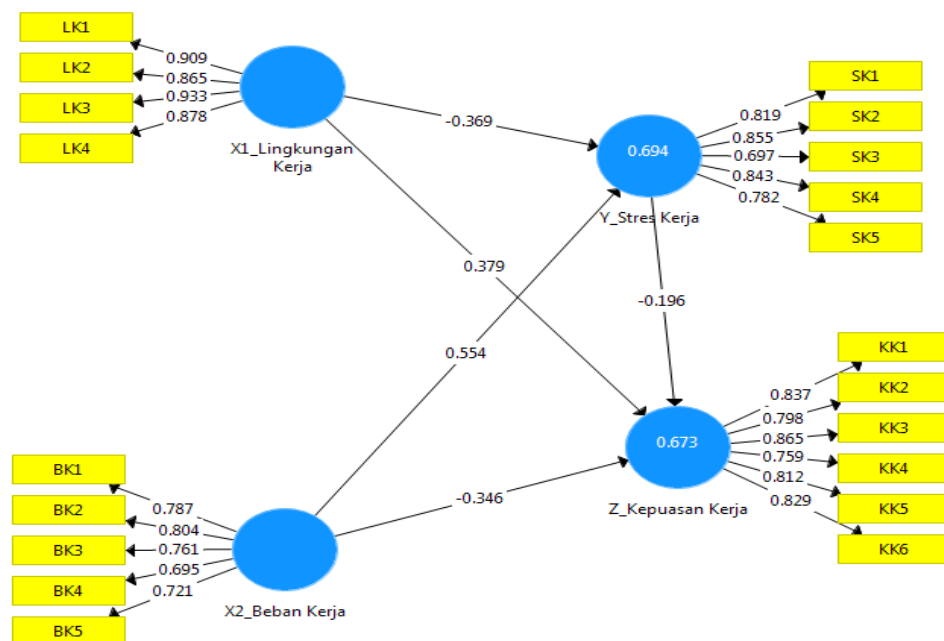


Figure 2. Structural Model

The structural model test provides the result as follows.

Table 2. Regression

Variable	Original Sample	Sample Means	Standard Deviation	T-statistics	P-values
Work Environment on Work Stress	-0,369	-0,365	0,097	3,788	0,000
Workload on Work Stress	0,554	0,559	0,103	5,394	0,000
Work Environment on Job Satisfaction	0,379	0,371	0,147	2,571	0,010
Workload on Job Satisfaction	-0,346	-0,346	0,145	2,393	0,017
Work Stress on Job Satisfaction	-0,0196	-0,205	0,175	1,124	0,262

H2: The Role of the Work Environment In Influencing Work Stress

The work environment influence on work stress is obtained by the T statistics and Ttable values ($3.788 > 1.944$) with a significance level of $0,000 < 0.05$. The magnitude is -0.369 or -36.9% . Both of these values fulfill the conditions for accepting the hypothesis, meaning the work environment negatively significantly affected work stress. If large jobs are handled by few human resources, then it will only cause a large workload and then increase work stress. A safe work environment not only helps personnel to manage stress but also allows them to improve their performance. This study result is in line with the study by (Kakada & Deshpande, 2018), (Susiarty, Suparman, & Suryatni, 2019), and (Yosiana et al., 2020) who reported that the work environment affects work stress.

H3: The Role of Workload In Influencing Work Stress

The workload influence on work stress is obtained by the T statistics and Ttable values ($5.394 > 1.944$) with a significance level of $0,000 < 0.05$. The magnitude is 0.554 or 55.4% . Both values have met the acceptance of the hypothesis, meaning that workload positively significantly affected work stress. Workload is defined as the number of tasks assigned to personnel more than their abilities, resources, and time required to complete these roles. Excessive workload is the final consequence of a large workload and fewer deadlines given to subordinates. As a result of a workload that is too heavy or physical abilities that are too weak can result in an employee suffering from work-related disorders or illnesses (Abbasi & Janjua, 2016); (Amri, Utami, & Chan, 2021); (Saputri, Majid, & Halimatussakdiah, 2022).

H4: The Role of the Work Environment In Influencing Satisfaction

The influence of the work environment on satisfaction is obtained by the T statistics and Ttable values ($2.571 > 1.944$) with a significance level of $0.01 < 0.05$. The magnitude is 0.379 or 37.9% . Both of these values fulfill the conditions for accepting the hypothesis, describing that the work environment positively significantly affected satisfaction. Conditions of a good physical work environment or even more enjoyable. The situation during working hours will increase employee morale at work and will affect employee satisfaction. Quality of unhealthy and healthy work environment discusses its impact on personnel and offers suggestions for leaders to improve the work environment in their organization. This study result is consistent with findings in studies conducted by (Agbozo, Owusu, Hoedoafia, & Atakorah, 2017), (Taheri,

Miah, & Kamaruzzaman, 2020), (Dharmanegara, Sitiari, & Wirayudha, 2016), and (Donley, 2021).

H5: Role of workload in influencing satisfaction

The effect of workload on satisfaction is obtained by the T statistics and Ttable values ($2.393 > 1.944$) with a significance level of $0.017 < 0.05$. The magnitude is -0.346 or -34.6% . Both of these values fulfill the conditions for accepting the hypothesis, explaining that workload negatively significantly affected satisfaction. When the workload that must be carried out is felt to be so high but the officers are still able to complete it well, then that is where a feeling of satisfaction will arise for the success of completing the job. Workload is high but if management is in good condition, it will still be able to bring satisfaction. Planning and calculating the ratio between the number of personnel with the right workload must be implemented to increase satisfaction. This is following the results of research conducted by (Ikhlas, Adam, & Halimatussakdiah, 2022) and (Salsabilla, Setiawan, & Jnwita, 2022).

H6: The Role of Work Stress in Influencing Satisfaction

The work stress effect on satisfaction is obtained by the T statistics and Ttable values ($1.124 < 1.944$) with a significance level of $0.262 > 0.05$. The magnitude is -0.0196 or -1.96% . These values do not fulfill the conditions for accepting the hypothesis, meaning that workload does not affect satisfaction. Emotional pressure is experienced by someone who is facing various forms of very hard work and obstacles that can affect one's emotions, thoughts, and physical condition. Stress at work occurs because there are unclear job descriptions, lack of communication to poor working conditions. Work stress experienced by personnel reduces the satisfaction they should have. Perceived work stress causes a loss of efficiency and a general tendency toward work. The work stress experienced by personnel from superiors, coupled with the lack of time to complete work, and the large volume of work in the workplace is a significant problem for personnel because it can affect high work stress and can reduce satisfaction. Work. This is in line with (Arif & Farooqi, 2014), (Pradhan, Jena, & Kumari, 2016), and (Wirawan & Sriathi, 2022).

Indirect Influence Hypothesis Test

H7: The Role of the Work Stress On Work Environment Influencing Satisfaction

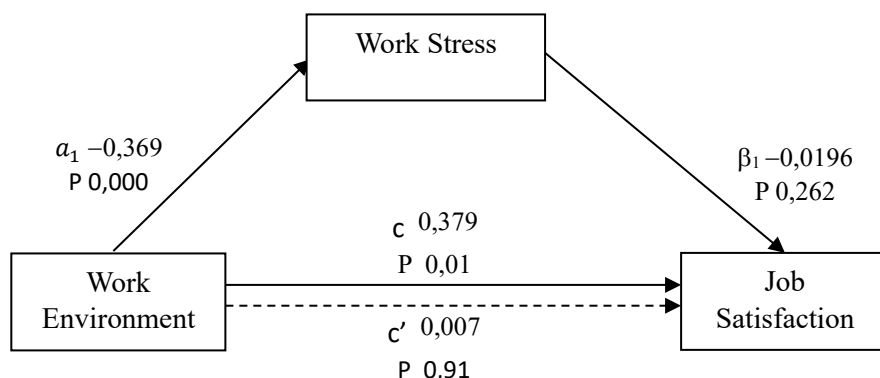


Figure 3. Mediation Effect Testing

Figure 3 is the H7 model. The z is:

$$Z = \frac{a_1 b_1}{\sqrt{(b_1^2 SE_{a_1}) + (a_1^2 SE_{b_1})}}$$

$$Z = 0.111$$

The Sobel test provides the table as follows.

Table 3. Mediation Significant Test for H7

Input:		Test statistic:		Std. Error:	p-value:
a	-0.369	Sobel test:	0.11195149	0.06460298	0.91086187
b	-0.0196	Aroian test:	0.10827606	0.06679593	0.91377671
s _a	0.097	Goodman test:	0.11602855	0.06233293	0.90762991
s _b	0.175	Reset all	Calculate		

The Sobel test provides the z value was 0.111 < 1.96 with a significance level of 5%. The magnitude is obtained by multiplying the value of Sobel with the standard error. Where, 0.11195149 x 0.06460298 = 0.0072323999. The test found that the p-value was 0.91086187, so it was not significant because it was above 5% (0.05). So the role of work stress on the work environment influence on satisfaction is fully mediating.

H8: The Role of Work stress on Workload Influencing Satisfaction

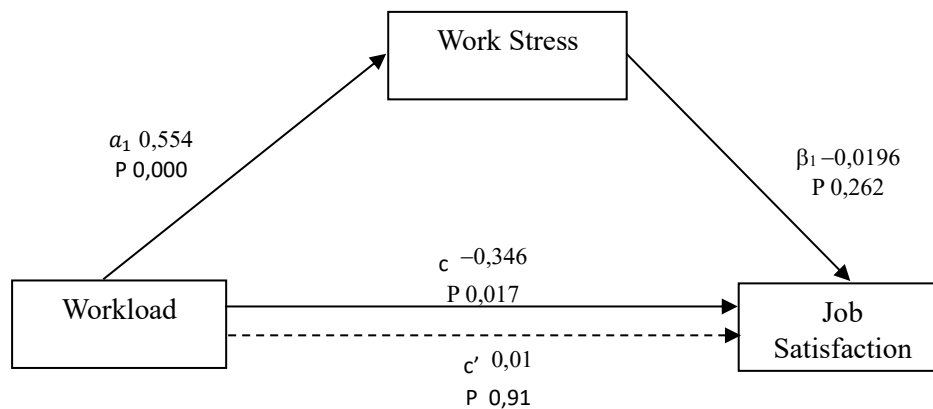


Figure 4. Mediation Effect Testing

Figure 4 above is the H11 model. The z is:

$$Z = \frac{a_1 b_1}{\sqrt{(b_1^2 SE_{a_1}^2) + (a_1^2 SE_{b_1}^2)}}$$

$$Z = -0.111$$

The Sobel test provides the table as follows.

Table 4. Mediation Significant Test for H8

Input:		Test statistic:		Std. Error:	p-value:
a	0.554	Sobel test:	-0.11197573	0.09697102	0.91084265
b	-0.0196	Aroian test:	-0.11008999	0.09863204	0.91233801
s _a	0.103	Goodman test:	-0.11396181	0.09528104	0.90926807
s _b	0.175	Reset all	Calculate		

The Sobel test provides the z value as $-0.111 < 1.96$ with a significance level of 5%. The magnitude is obtained by multiplying the value of Sobel with the standard error. Where, $-0.11197573 \times 0.09697102 = 0.01$. The test found that the p-value was 0.91084265, so it was not significant because it was above 5% (0.05). So the role of work stress on the workload influence on satisfaction is fully mediating.

5. Conclusion

Research results prove that Environment, workload, work stress, and satisfaction have gone well, Work environment affects work stress, Workload affects work stress, Work environment affects satisfaction, Workload affects satisfaction, Work stress does not affect satisfaction, Work stress mediated Work environment effect on satisfaction, and Work stress mediated Workload effect on satisfaction. It can be seen from these findings that work stress in the model acts as a full mediator. These findings also explain that the model of increasing satisfaction in working at the Directorate of Special Criminal Investigation of the Aceh Regional Police is a function of increasing the comfort of the work environment, adjusting the workload, and adjusting the work stress of its officers. These findings contribute to the development of theories and models in the academic sphere, where knowledge in management can utilize this model as a premise and also as the basis for further research. Practically, the model tested in this study can be used as a regulation and strategy for increasing satisfaction in an organizational environment, especially for the subject of this study.

References

- 1) Abbasi, M. M., & Janjua, S. Y. (2016). The Mediating Effect of Job Stress on Work Overload and Organizational Performance in the Banking Industry. *Journal of Social Sciences*, 9(2), 376–387.
- 2) Agbozo, G. K., Owusu, I. S., Hoedoafia, M. A., & Atakorah, Y. B. (2017). The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana. *Journal of Human Resource Management*, 5(1), 12–18.
- 3) Ali, M., & Abid, N. (2015). Impact of stress antecedents on work stress and employees performance. *International Journal of Business and Management Invention*, 4(11), 63–68.
- 4) Amri, R. J., Utami, S., & Chan, S. (2021). The Role of Work Stress in Mediating the Effect of Performance Pressure and Workload on Employee Performance in Muhammadiyah University of Aceh. *International Journal of Business Management and Economic Review*, 4(3), 73–80. <https://doi.org/http://doi.org/10.35409/IJBMER.2021.3259>
- 5) Arif, B., & Farooqi, Y. A. (2014). Impact of Work Life Balance on Job Satisfaction and Organizational Commitment Among University Teachers: A Case Study of University of Gujrat, Pakistan. *International Journal Of Multidisciplinary Sciences And Engineering*, 5(9), 24–29.
- 6) Bouckennooghe, D., Devos, G., & Broeck, H. Van den. (2009). Organizational Change Questionnaire—Climate of Change, Processes, and Readiness: Development of a New Instrument. *The Journal of Psychology*, 143(6), 559–599. <https://doi.org/https://doi.org/10.1080/00223980903218216>
- 7) Casson, M. (2006). *The Oxford Handbook of Entrepreneurship*. Britania Raya: Oxford University Press.

- 8) Daft, R. L. (2014). *Managing in a new era*. Jossey-Bass.
- 9) Dharmanegara, I. B. A., Sitiari, N. W., & Wirayudha, I. D. G. N. (2016). Job Competency and Work Environment: the effect on Job Satisfaction and Job Performance among SMEs Worker. *IOSR Journal of Business and Management (IOSR-JBM)*, 18(1), 19–26. <https://doi.org/10.9790/487X-18121926>
- 10) Donley, J. (2021). The Impact of Work Environment on Job Satisfaction. *Nurse Leader*, 19(6), 585–589. <https://doi.org/10.1016/j.mnl.2021.08.009>
- 11) Hanaysha, J. (2016). Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment. *Procedia - Social and Behavioral Sciences*, 229, 298–306. <https://doi.org/10.1016/j.sbspro.2016.07.140>
- 12) Hellriegel, D., & Slocum, J. W. (2017). Organizational Climate: Measures, Research and Contingencies. *Academy of Management*, 17(2), 255–280. <https://doi.org/10.5465/254979>
- 13) Hsu, I.-C., Lin, C. Y. Y., Lawler, J. J., & Wu, S.-H. (2007). Toward a Model of Organizational Human Capital Development: Preliminary Evidence from Taiwan. *Asia Pacific Business Review*, 13(2), 251–257. <https://doi.org/10.1080/13602380701233547>
- 14) Hughes, R. L., Ginnett, R. C., Curphy, G. J., & Izzati, P. I. (2012). *Leadership: memperkaya pelajaran dari pengalaman= leadership: enhancing the lessons of experience* (7th ed.). Jakarta: salemba Humanika.
- 15) Ikhlas, M., Adam, M., & Halimatussakhiah. (2022). The Effect of Workload and Remuneration on Performance with Job Satisfaction as a Mediation at Meuraxa Hospital in Banda Aceh. *International Journal of Business Management and Economic Review*, 5(1), 40–50. <https://doi.org/http://doi.org/10.35409/IJBMER.2022.3356>
- 16) Kakada, P., & Deshpande, Y. (2018). The Empirical Study of Work Environment and Job Stress among Technical Faculty. *IOSR Journal of Business and Management (IOSR-JBM)*, 20(1), 29–33.
- 17) Luthans, F. (2013). *Organizational Behavior An Evidence-Based Approach* (8th ed.). New York: Mc Graw Hill.
- 18) Mangkunegara, A. A. P. (2017). *Perilaku dan Budaya Organisasi*. Banda Aceh: Refika Aditama.
- 19) Manihuruk, C. P., & Tirtayasa, S. (2020). Pengaruh Stres Kerja, Motivasi Kerja dan Lingkungan Kerja Terhadap Semangat Kerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(2), 296–307. <https://doi.org/https://doi.org/10.30596/maneggio.v3i2.5040>
- 20) Mathis, R. L., & Jackson, J. H. (2019). *Human Resource Management : Personnel Human Resource Management* (Ed. 15). USA: Harvard Business Review.
- 21) Meidilisa, V., & Lukito, H. (2020). Pengaruh Beban Kerja dan Ketidakjelasan Peran Terhadap Kinerja Pemeriksa Dengan Stres Kerja Sebagai Variable Mediasi Pada Badan Pemeriksa Keuangan Perwakilan Provinsi Sumatera Barat. *Jurnal Manajemen Strategik Dan Simulasi Bisnis*, 1(2), 53–82. <https://doi.org/https://doi.org/10.25077/mssb.1.2.53-82.2020>
- 22) Newstrom, J. W., & Davis, K. (2002). *Organizational Behavior: Human Behavior at Work*. New York: McGraw-Hill.
- 23) Peeters, M. C. W., Montgomery, A. J., Bakker, A. B., & Schaufeli, W. B. (2005). *Balancing Work and Home: How Job and Home Demands Are Related to Burnout*.

- International Journal of Stress Management, 12(1), 43–61.
<https://doi.org/10.1037/1072-5245.12.1.43>
- 24) Pradhan, R. K., Jena, L. K., & Kumari, I. gita. (2016). Effect of Work-Life Balance on Organizational Citizenship Behaviour: Role of Organizational Commitment. *Global Business Review*, 17(3), 1s-15s.
- 25) Prihatini, L. D. (2007). Analisis Hubungan Beban Kerja Dengan Stress Kerja Perawat di Tiap Ruang Rawat Inap RSUD Sidikalang. Universitas Sumatera Utara.
- 26) Salsabilla, A., Setiawan, M., & Jnwita, H. A. J. (2022). The effect of workload and job stress on job satisfaction mediated by work motivation. *International Journal of Research in Business and Social*, 11(9), 97–106.
<https://doi.org/https://doi.org/10.20525/ijrbs.v11i9.2209>
- 27) Saputri, D., Majid, M. S. A., & Halimatussakdiah. (2022). The Role Of Work Stress In Mediating The Influence Of Workload And Work Balance On Employee Performance of The Regional Development Planning Agency Of Aceh Province During The Covid-19 Pandemic. *International Journal of Scientific and Management Research*, 5(6), 143–155. <https://doi.org/http://doi.org/10.37502/IJSMR.2022.5613>
- 28) Sasongko, N. A., Zaika, Y., & Suharyanto, A. (2017). Pengaruh Faktor Internal Dan Eksternal Terhadap Kinerja Sumber Daya Manusia Pada Pabrik Kontruksi Beton. *Rekayasa Sipil*, 11(3), 220–227.
<https://doi.org/https://doi.org/10.21776/ub.rekayasasipil/2017.011.03.7>
- 29) Saydam, G. (2000). Manajemen Sumber Daya Manusia (Human Resources Management) : Suatu Pendekatan Mikro. Jakarta: Djambatan.
- 30) Schaufeli, W., & Bakker, A. (2004). Utrecht Work Enggament Scale (UWES). Netherlands: Occupational Healt Psychology Unit Utrecht Univerity.
- 31) Shi, S., Chen, Y., & Cheung, C. M. K. (2023). How technostressors influence job and family satisfaction: Exploring the role of work–family conflict. *Information Systems Journal*, 33(4), 953–985. <https://doi.org/https://doi.org/10.1111/isj.12431>
- 32) Susiarty, A., Suparman, L., & Suryatni, M. (2019). The Effect of Workload and Work Environment on Job Stress and Its Impact on the Performance of Nurse Inpatient Rooms At Mataram City General Hospitalk. *Scientific Research Journal (SCIRJ)*, VII(VI), 32–40. <https://doi.org/10.31364/SCIRJ/v7.i6.2019.P0619661>
- 33) Suwanto, & Priansa, D. J. (2016). Manajemen SDM Dalam Organisasi Publik Dan Bisnis. Bandung: Alfabeta.
- 34) Taheri, R. H., Miah, M. S., & Kamaruzzaman, M. (2020). Impact of Working Environment on Job Satisfaction. *European Journal of Business and Management Research*, 5(6), 1–5.
- 35) Wirawan, I. K. E., & Sriathi, A. A. A. (2022). The Effect of Occupational Safety and Health, Compensation, and Work Stress on Job Satisfaction. *International Journal of Business Management and Economic Review*, 5(6), 1–8.
<https://doi.org/http://doi.org/10.35409/IJBMER.2022.3437>
- 36) Yosiana, Hermawati, A., & Mas'ud, M. H. (2020). The Analysis of Workload and Work Environment on Nurse Performance with Job Stress as Mediation Variable. *Journal of Socioeconomics and Development*, 3(1), 37–46.
<https://doi.org/https://doi.org/10.31328/jsed.v3i1.1326>