Workload, Payment, and Work Environment's Impact on Employee Satisfaction the Education Foundation of Bank Dagang Negara

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ABSTRACT

This study aims to examine and analyze Workload, Compensation, and Work Environment on Job Satisfaction of YP-BDN Employees. The population in this study were all employees of the Bank Dagang Negara Education Foundation with a sample of 60 people consisting of 15 elementary school teachers and 3 administrative employees, 17 junior high school teachers and 3 administrative employees, 18 high school teachers and 4 administrative employees. This study used a quantitative method conducted with a survey approach. Job Satisfaction has an influence on the heavy Workload borne by employees, receiving unequal Compensation causes jealousy among employees, and the Work Environment factor gets a narrow and non-conducive room causing dissatisfaction during work. Based on these findings, the Bank Dagang Negara Education Foundation school is advised to pay attention to these factors in an effort to increase employee satisfaction and motivation.

Keywords: Workload; Compensation; Work Environment on Employee Satisfaction.

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INTRODUCTION

Schools are under pressure to enhance the caliber of their human resources, including teaching staff, administrative personnel, and staff in charge of handling report cards, due to the fiercer competition in the education industry in the age of globalization (Dapodik). This means that schools need staff members who can operate successfully, efficiently, professionally, and productively. These days, educational foundations prioritize performance all along the way in addition to attaining high output. People are an important resource for managing, assessing, and resolving issues that businesses encounter.

YP-BDN is an organization that focuses on vocational and skill development. The goal of YP-BDN is to become a preeminent educational establishment that produces skilled, creative, and morally upright human capital that can compete both domestically and internationally and make a constructive contribution to society.

YP BDN is a private foundation involved in the education sector, encompassing YP-BDN Elementary School, YP-BDN Junior High School, and YP-BDN Senior High School. YP BDN has a total of 60 employees, which includes 15 elementary school teachers along with 3 administrative staff, 17 junior high school teachers paired with 3 administrative staff, and 18 high school teachers accompanied by 4 administrative staff

Examining human resource management theory: Because it deals with human resources, human resource management (HRM), a broad management discipline, is regarded as the most crucial aspect of the management process. Any company, whether it be a corporation or an institution, needs human resources (HR) (Ahmudin & Ramto, 2023.

Planning, organizing, implementing, and controlling are all included in the broad management field of human resource management. Numerous experiences and research discoveries in this area are methodically accumulated within human resource management due to the growing significance of HR in accomplishing company goals. The totality of knowledge regarding human resource management is referred to by the term "management" itself (Alvionita & Marhalinda, 2024).

WORKLOAD: The quantity of procedures or tasks that an employee or organizational unit must finish in a certain amount of time is what many experts define as workload. According to Slamet and Wahyuningsih (2022), the work environment is thought to have an impact on how employees do their duties, taking into consideration their abilities, attitudes, and behaviors. Workload, according to Husaini & Sutama (2021), is a set of procedures or tasks that an organizational unit must methodically finish within a given amount of time to gauge the efficacy and efficiency of its operations

COMPENSATION: Income obtained directly or indirectly from the corporation in the form of cash or in-kind benefits is referred to as compensation. Paying workers who have fulfilled their responsibilities is a crucial component of a business's financial obligation to them (Slamet & Wahyuningsih, 2022). Kashmir (2019) asserts in Afni Soraya Sirait and Mahyarni (2022) that remuneration is an employee's entitlement in recognition of their contribution to the company's success. Employee retention, motivation, and performance improvement are the goals of remuneration.

WORK ENVIRONMENT: The work environment is a person's emotional response to various aspects of their work, where a person may feel relatively satisfied with one aspect of the job and dissatisfied with another (Septio & Fatomi, 2020). Slamet & Wahyuningsih (2022) state that "the work environment is a place where a group exists, and within it there are several supporting facilities to achieve the company's goals by the company's vision and mission."

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Yuniarti et al. (2023) state that the work environment involves all factors surrounding employees that can influence their level of success in completing tasks. Sedarmayanti (2020) states that "the work environment is a place where a group exists, and within it there are several supporting facilities to achieve the company's goals by the company's vision and mission."

JOB SATISFACTION: According to Jopanda (2021), job satisfaction is defined as a feeling toward work that is influenced by attitudes toward all aspects of the job. Robbins and Judge (2018) describe it as a positive feeling toward work resulting from an evaluation of the job's characteristics. This means that job satisfaction arises when a person is satisfied with various aspects of their job, such as responsibilities, salary, promotion opportunities, supervision, and relationships with coworkers. This job satisfaction is the result of a person's performance, reflecting how well their work fulfills or provides something useful for them.

HYPOTHESIS DEVELOPMENT:

1. The Effect of Workload on Job Satisfaction of YP-BDN Employees:
Workload Variable in the Context of Indicators and Its Influence. The workload variable involves several key indicators that influence employee work experience. According to Irfan (2023), these indicators include working hours, amount of work, internal factors, and external factors. According to Kasmir (2019), workload is the ratio between the standard time required to complete a task and the standard time available. In the study, workload was shown to influence job satisfaction, as indicated by a t-value of 2.530, which is greater than 1.96, and a p-value of 0.012, which is below the 0.05 threshold. Therefore, hypothesis H_1 is accepted, meaning that workload has a positive and significant influence on job satisfaction.
H1: Workload has a positive and significant influence on employee job satisfaction.

2. The Effect of Compensation on Employee Satisfaction at YP-BDN;
The Effect of Compensation on Employee Job Satisfaction. Compensation is a reward provided by an organization to employees as a reward for their contributions and work results. Research conducted by Siregar & Linda (2022) in a study entitled "The Effect of Workload on Employee Job Satisfaction" shows that compensation has a significant influence on employee job satisfaction. According to Hasibuan (2018), compensation includes all income, whether in cash or in-kind, directly or indirectly, received by employees as remuneration for their work for the company. In this study, compensation was shown to have a positive and significant effect on job satisfaction, as indicated by a t-value of 2.162, which is greater than 1.96, with a significance level of 0.031 <0.05. Therefore, the third hypothesis (H2) is accepted.
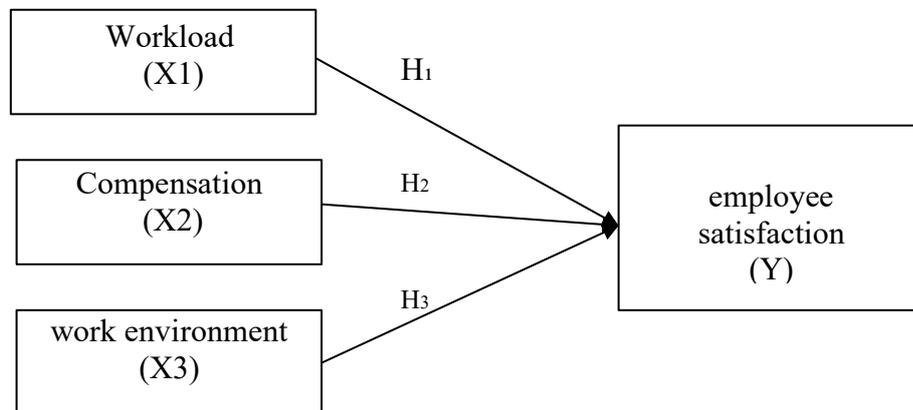H2: Compensation has a positive and significant effect on employee job satisfaction

3. The Influence of the Work Environment on Employee Satisfaction at YP-BDN;
Dimensions of the Work Environment in Companies: The work environment in companies can be divided into two main dimensions. First, the physical work environment, which can be assessed through indicators such as office buildings, adequate work equipment, available facilities, and the availability of transportation. Second, the non-physical work environment, which can be assessed through indicators such as relationships between coworkers, relationships between superiors and employees, and the level of cooperation among employees (Santanu & Madhani, 2022). According to Nitisemito (2018), the work environment encompasses everything around employees that has the potential to influence them in completing their work. Based on the analysis, the work environment variable on job satisfaction showed a t-value of 2.978 > 1.96 with a significance level of 0.003 < 0.05, thus accepting the

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third hypothesis (H3). This indicates that the work environment has a positive and significant effect on job satisfaction.

H3: The work environment influences employee job satisfaction

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│   Workload   │  H₁
│     (X1)     │────────┐
└──────────────┘         ┌──────────────┐
                          │   employee   │
┌──────────────┐  H₂     │ satisfaction │
│ Compensation │─────────│     (Y)      │
│     (X2)     │         └──────────────┘
└──────────────┘
                  H₃
┌──────────────┐
│ work environ-│
│ ment (X3)    │
└──────────────┘
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METHODS

The research design used is a descriptive method to determine whether or not there is an influence between the independent variables, namely Workload (X1), Compensation (X2), and Work Environment (X3), on the dependent variable, YP-BDN Employee Satisfaction (Y). A causal relationship is a cause-and-effect relationship. Therefore, in causal research, there are independent variables (the influencing variable) and dependent variables (the influenced variable) (Sugiyono, 2018).

Following the analytical tool used in this study, Structural Equation Modeling (SEM) based on Components or Variance (Variance-Based Structural Equation Modeling), which is processed using Partial Least Squares (PLS) software version 3.0, namely SmartPLS. PLS (Partial Least Squares) is an alternative model to Covariance-based SEM.

Table 1 Convergent Validity

Variabel	Indicator	Outer Loadings	Information
Workland	BK1	0,834	Valid
	BK2	0,829	Valid
	BK4	0,783	Valid
	BK5	0,764	Valid
	BK6	0,823	Valid
	BK7	0,735	Valid
	BK8	0,789	Valid
	BK9	0,811	Valid

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Variabel	Indicator	Outer Loadings	Information
	BK10	0,847	Valid
Compensation	K1	0,745	Valid
	K2	0,763	Valid
	K3	0,771	Valid
	K4	0,797	Valid
	K5	0,724	Valid
	K6	0,856	Valid
	K7	0,836	Valid
	K8	0,710	Valid
	K9	0,796	Valid
	K10	0,794	Valid
Work Enviroment	LK1	0,776	Valid
	LK2	0,729	Valid
	LK3	0,753	Valid
	LK4	0,807	Valid
	LK5	0,796	Valid
	LK6	0,757	Valid
	LK7	0,767	Valid
	LK8	0,807	Valid
	LK9	0,740	Valid
	LK10	0,810	Valid
employee satisfaction	KK1	0,770	Valid
	KK2	0,717	Valid
	KK3	0,790	Valid
	KK4	0,812	Valid
	KK5	0,730	Valid
	KK6	0,808	Valid
	KK7	0,809	Valid

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Variabel	Indicator	Outer Loadings	Information
	KK8	0,811	Valid
	KK9	0,819	Valid
	KK10	0,799	Valid

The Source: PLS 4.0 Processing Results Based on the convergent validity test results in Table 4.9 and Figure 4.2 above, it can be seen that all indicators have met convergent validity because they have loading factor values greater than 0.7 and are declared valid.

Table 2 The following are the results of the discriminant validity test

Variabel	Workland	Compentation	Work Enviroment	Employee Satisfation
BK1	0,834	0,618	0,517	0,586
BK2	0,829	0,556	0,599	0,708
BK4	0,783	0,569	0,695	0,655
BK5	0,764	0,533	0,502	0,462
BK6	0,823	0,659	0,576	0,570
BK7	0,735	0,627	0,385	0,424
BK8	0,789	0,681	0,509	0,712
BK9	0,811	0,767	0,532	0,563
BK10	0,847	0,611	0,497	0,682
K1	0,652	0,745	0,325	0,491
K2	0,616	0,763	0,321	0,407
K3	0,689	0,771	0,467	0,605
K4	0,572	0,797	0,442	0,495
K5	0,484	0,724	0,474	0,381
K6	0,580	0,856	0,390	0,534
K7	0,612	0,836	0,397	0,441
K8	0,643	0,710	0,657	0,796
K9	0,494	0,796	0,456	0,531
K10	0,622	0,794	0,639	0,639
LK1	0,482	0,467	0,776	0,582

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Variabel	Workland	Compentation	Work Enviroment	Employee Satisfation
LK2	0,366	0,305	0,729	0,462
LK3	0,469	0,385	0,753	0,519
LK4	0,459	0,450	0,807	0,504
LK5	0,516	0,467	0,796	0,494
LK6	0,498	0,535	0,757	0,573
LK7	0,600	0,489	0,767	0,601
LK8	0,556	0,498	0,807	0,524
LK9	0,611	0,564	0,740	0,634
LK10	0,591	0,518	0,810	0,646
KK1	0,644	0,528	0,659	0,770
KK2	0,689	0,647	0,625	0,717
KK3	0,627	0,496	0,501	0,790
KK4	0,665	0,602	0,616	0,812
KK5	0,561	0,577	0,347	0,730
KK6	0,520	0,560	0,499	0,808
KK7	0,536	0,636	0,561	0,809
KK8	0,500	0,486	0,467	0,811
KK9	0,571	0,511	0,622	0,819
KK10	0,608	0,572	0,695	0,799

Source: Data processing results, 2024. Based on the cross-loading results table, the loading value of each item in the construct is greater than the correlation with other constructs; thus, discriminant validity based on cross-loading in this study has been met.

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Table 3 Test Average Variance Extracted (AVE*)*

Variabel	AVE	Keterangan
Workland	0,644	Valid
Compentation	0,609	Valid
Work Enviroment	0,600	Valid
Emplyee Satisfation	0,620	Valid

Table 4.11 above shows that all three variables have an average variance extracted value above 0.5. Therefore, the research model meets the recommended discriminant validity requirements because each variable can explain the variance of its respective items

Table 4 R-squared (R²) Test

Variabel	R Square
Employee Satisfaction	0,682

The Table; it can be seen that the R-Square for the Employee Job Satisfaction variable is 0.682, indicating that the model linking workload, compensation, and work environment to job satisfaction has significant strength. This means that the variables workload, compensation, and work environment influence job satisfaction by 68.2%. The remaining 31.8% is explained by other independent factors not examined.

Table 5 Q-squared (Q) Test

Variabel	Q Square
Employee Satisfaction	0,389

Source: E-Views 12 processed data

Based on the calculation above, it shows that the Q2 value is 0.389, meaning that the Q2 value is > 0, thus showing evidence that the observed values have been reconstructed well, thus the model has a predictive relevance of 38.9%

Table 6 Hypothesis testing

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
Workland -> Employee Satisfation	0,336	0,359	0,133	2,530	0,012	Positif and Signification
Compentation -> Employee Satisfation	0,244	0,242	0,113	2,162	0,031	Positif and Signification

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Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
Work Enviroment -> Employee Satisfation	*0,347*	*0,327*	*0,117*	*2,978*	*0,003*	*Positif and Signification*

Source: PLS 4.0 bootstrapping results

a) **Workload** has a positive and significant effect on job satisfaction. This is because the workload has an original sample value of 0.336, thus indicating a unidirectional and positive effect. The result of α > α, namely 2.530 > 1.96, is significant, and the first hypothesis is accepted. This means that workload has a positive and significant effect on job satisfaction among YP-BDN employees.

b) **Compensation** has a positive and significant effect on Job Satisfaction. This is because compensation has an original sample value of 0.244 so it is stated to have a unidirectional and positive effect and has a result of $t hitung > t tabel$, namely 2.162 > 1.96 so it is stated to be significant and the second hypothesis is accepted, meaning that compensation has a positive and significant effect on job satisfaction in YP-BDN employees.

c) **The work environment** has a positive and significant effect on job satisfaction. This is because the work environment has an original sample value of 0.347 so it is stated to have a unidirectional and positive effect and has a result of $t hitung > t tabel$, namely 2.978 > 1.96 so it is stated to be significant and the third hypothesis is accepted, meaning the work environment has a positive and significant effect on job satisfaction in YP-BDN employees.

Discussion
1. The Effect of Workload on Job Satisfaction
Based on the hypothesis testing in this study, the results indicate that workload has a positive and significant effect on job satisfaction among YP-BDN employees. The workload perceived by employees directly impacts their level of job satisfaction. If the workload assigned does not align with an employee's abilities and capacity, this can increase their burden, cause discomfort at work, and ultimately decrease job satisfaction. This aligns with research conducted by Putri Dhiva Wulandari, Rani, and Purwatiningsih (2023), which showed that workload influences job satisfaction at PT Nusapala Group. This is also supported by research by Muhammad Jasmin (2023), which shows that workload has a positive and significant effect on employee job satisfaction at PT Malatunrung Rezkindo.

2. The Effect of Compensation on Job Satisfaction
Based on the hypothesis testing in this study, the results indicate that compensation has a positive and significant effect on job satisfaction among YP-BDN employees. If the compensation provided by YP-BDN to its employees increases, job satisfaction also increases. Conversely, if compensation decreases, job satisfaction also decreases. Because compensation is a form of appreciation given to employees in return for their contributions to the company, if the company provides adequate or increased compensation to its employees, it will strengthen job satisfaction. This aligns with research conducted by Pernanda Wulandari & Agus Frianto (2022), which showed that compensation influences job satisfaction at Suncity Festival Madiun. This is also supported by research by Oxta Afriyanti & Youmil Abrian (2023), which shows

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that compensation has a positive and significant effect on job satisfaction of Ocean Beach Padang employees.

3. The Influence of the Work Environment on Job Satisfaction

Based on the hypothesis testing in this study, the results indicate that the work environment has a positive and significant effect on job satisfaction. A positive work environment increases employee job satisfaction. This is because the work environment is the environmental conditions within which an individual carries out their duties. A harmonious and conducive work environment can facilitate orderly and perfect task execution (Yusof, 2021). This finding aligns with research conducted by Agung Aditya Saputra (2022), which shows that the work environment has a significant influence on job satisfaction. This finding is also supported by research by Ni Kadek & Ida Bagus (2023).

CONCLUSION

Conclusion. Based on the analysis, the following conclusions can be drawn:
1. **Workload** has a very significant impact on employee satisfaction. Workload relates to additional physical tasks, which represent the workload faced by employees. Meanwhile, the performance targets achieved are the weakest, as they are too large to meet.
2. **Compensation** has a very significant impact on employee satisfaction. Compensation relates to the ease of transportation access afforded to employees, which represents the amount of compensation received by employees. Incentive targets are the weakest, as the incentives received by employees do not adequately cover their needs.
3. **Work Environment** has a very significant impact on employee satisfaction. The work environment relates to the relationships built among employees, which represent the work environment. Poor environmental cleanliness is the weakest, as employees do not maintain the cleanliness of the workplace facilities.

Recommendations for the Company
1. Recommendations for the CompanyBased on the respondents in this study, the following efforts should be taken by the company:
a. Given the significant additional workload that each employee faces, the school needs to introduce innovations such as providing a stable internet connection to help complete work without requiring employees to rack their brains to deal with unstable networks, which can hinder their work, ensuring all work can be completed on time and meet performance targets. The school needs to recognize employee performance that meets targets, in the form of raises or promotions to higher positions, to encourage all employees to maintain consistent performance.
b. Given the perceived ease of transportation access by employees, collaboration between the school and the Jakarta provincial government's school bus transportation service is needed to facilitate employees who still struggle to access affordable and comfortable transportation due to unequal incentives. It is necessary to ensure that incentives are received equally by each employee, or the amount of incentives should be kept confidential to avoid jealousy among employees.

c. Based on the good relationships between employees, built through teamwork to facilitate work completion, a strong sense of solidarity and camaraderie is needed to build a strong work team. When it comes to maintaining school facilities, employees lack awareness of cleanliness.

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Schools need a program that encourages mutual cooperation in maintaining cleanliness for the sake of shared comfort while working.

2. Recommendations for Further ResearchBased on the results of this study, the following are recommendations for further research:

a. In conducting this analysis, the author was limited by variables beyond those examined in this study. Further research needs to include other variables, such as leadership, career development, motivation, work-life balance, and others, to determine their influence on job satisfaction. In addition to using quantitative methods as used in this study, further research can consider using a qualitative approach. In-depth interviews or focus group discussions can be used to explore employee perspectives more deeply regarding the factors influencing job satisfaction. This approach can provide a more holistic and richer insight into employee experiences and perceptions.

b. In conducting this analysis, the author was limited by variables beyond those examined in this study. Further research needs to include other variables, such as leadership, career development, motivation, work-life balance, and others, to determine their influence on job satisfaction. In addition to using quantitative methods as used in this study, further research can consider using a qualitative approach. In-depth interviews or focus group discussions can be used to delve deeper into employee perspectives regarding factors influencing job satisfaction. This approach can provide a more holistic and richer insight into employee experiences and perceptions.

c. This research focused on YP-BDN employees. Future research could conduct comparisons across sectors or industries to determine whether factors such as workload, compensation, and work environment have similar or different influences in other companies. This would provide broader insights into job satisfaction across sectors.

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