

# Moderation Effect of Work Environment on the Influence of Workload and Job Stress toward Employee Satisfaction

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**ABSTRACT-** The purpose of this study is to investigate how job stress and workload affect employees' happiness with their workplace as a moderating variable. This study's focus is Malang Regency's Ampelgading District. The thirty workers in Ampelgading District, Malang Regency, make up the study's population. Saturated sampling is the method employed, meaning that all There are thirty samples because members of the population are sampled. This study includes three factors, including the dependent variable (employee satisfaction), the moderating variable (work environment), and the independent variable (workload and job stress). The analysis techniques used in this study are validity and reliability tests, classical assumption tests, and multiple linear regression tests. This study uses the SPSS program to process the data. The results of the study indicate that workload has a significant effect on employee satisfaction, while work stress does not have a significant effect on employee satisfaction. The impact of workload and job stress on employee satisfaction in the Ampelgading District Office, Malang Regency, cannot be mitigated by the work environment variables in this study.

**KEYWORDS:** Workload; Job Stress; Work Environment; Employee Satisfaction; Moderating Effect.

## 1. BACKGROUND

Organizations must acknowledge that human resources are the most crucial resource for gaining a competitive edge in a time of intense corporate competition and ongoing technical advancements. One of the key measures of an employee's well-being and dedication to the company they work for is job satisfaction. Workers that are happy in their positions are typically more committed, productive, and supportive of the objectives of the company.

Dessler (2017) defines job satisfaction as an individual's overall attitudes regarding their employment, which can range from extremely positive to extremely negative. Job satisfaction has significant ramifications in the context of the government. Government workers frequently contribute to the delivery of essential public services like public administration, health care, education, and security. Both the operational effectiveness of government agencies and the caliber of services they offer to the public are directly impacted by their work satisfaction.

By relying on the principles of good public service, governments are responsible for creating a supportive, transparent and accountable work environment for their employees. Factors such as fairness in personnel policies, career development opportunities, and participation in decision making can influence the level of job satisfaction of government employees. In addition, amidst demands to increase government efficiency and responsiveness to community needs, work pressure and high workloads often become serious problems in government circles. This can lead to work stress and even burnout which has a negative impact on employee well-being and overall organizational performance.

Richard S. Lazarus (2006) defines this as a situation when an individual's employment demands are greater than his capacity and resources to meet them. Numerous variables, such as time constraints, an excessive workload, role conflict, employment insecurity, and a lack of social support at work, might contribute to this. Significant stress can also be brought on by organizational changes, unequal workload distribution, and a lack of control over the workplace.

When work stress is not adequately managed, it can affect many facets of life, such as interpersonal relationships, job satisfaction, productivity, and physical and mental health. Chronic or prolonged stress can raise the risk of a number of health issues, including heart disease, digestive issues, sleep disorders, and mental illnesses including melancholy and anxiety. In the context of job happiness, workload and job stress are two ideas that are strongly associated. The quantity and complexity of tasks a person must complete for their employment is referred to as their workload. People may feel under pressure to finish these duties on time or to a high standard when their workload grows.

In addition to pressure and stress, the workplace is a significant aspect that can affect how satisfied employees are with their jobs. According to Robbins and Judge (2019), an organization's physical and psychological conditions make up its work environment. Employee job satisfaction levels can be greatly impacted by a positive work environment. Job satisfaction tends to rise in an environment where employees' accomplishments are valued and acknowledged. Employee motivation is increased by rewards, incentives, and acknowledgment of their contributions.

Organizations may boost employee job satisfaction by creating a happy and encouraging work environment. This can lead to advantages including higher productivity, better staff retention, and a positive corporate reputation. Employee job satisfaction can rise in a welcoming, safe, and inclusive workplace. Employees are more likely to be content with their jobs when they have greater control over their work and feel encouraged by superiors and coworkers. Job satisfaction can also be raised by opportunities for career advancement, a fair management system, and a positive company culture.

The work atmosphere, workload, and job stress are all significant variables that might affect how satisfied employees are with their jobs. As in research by [Femy Melia Rahmawati \(2022\)](#) with the research title the influence of work stress, workload and work environment on nurses' job satisfaction, the results showed that work stress had a negative effect on job satisfaction. The higher the level of work stress causes the decrease in job satisfaction and the decrease in work stress, the higher the nurse's job satisfaction. Workload has a negative and significant effect on job satisfaction, which means that the higher the workload, the lower the level of nurse job satisfaction. There is a positive relationship between the work environment and job satisfaction, where the results of this research show that if employees are in a good work environment, employee satisfaction will increase. However, different results were obtained from research conducted by [Putri Latifah \(2023\)](#) entitled The Influence of the Work Environment, Work Stress and Workload on Employee Job Satisfaction at the Trade, Industry and Manpower Service in Ngawi. With the results, the work environment (X1) has a positive and significant effect on employee job satisfaction, meaning that if the work environment is good then job satisfaction will be good too, while work stress (X2) has a positive and significant effect on employee job satisfaction, meaning that if work stress increases, then employee job satisfaction will also increase. The same results can also be obtained from workload, namely workload (X3) has a positive and significant effect on employee job satisfaction, meaning that if workload increases, employee satisfaction also increases, and vice versa. These different results provide room for further study in different locations, namely examining the influence of workload, work stress and work environment on employee satisfaction in the Ampelgading District, Malang Regency.

## 2. LITERATURE REVIEW

### 2.1 Employee Satisfaction

According to [Michael Armstrong \(2020\)](#), job satisfaction is an employee's feelings about various aspects of their work. A positive feeling about one's job that is the result of evaluating its characteristics ([Stephen P. Robbins and Timothy A. Judge, 2019](#)). According to [Afandi \(2018\)](#), job satisfaction is a general attitude towards one's job that shows the difference between the number of rewards workers receive and the amount they believe they should receive. In other words, job satisfaction is a comparison between the contribution and the reward received based on the subjective opinion of the employee himself. An attitude that reflects how satisfied or dissatisfied a person is with his job ([Fred Luthans, 2015](#)).

[Stephen P. Robbins and Timothy A. Judge \(2019\)](#) state that the work itself, pay and benefits, chances for advancement, supervision, and relationships with co-workers are all signs of job satisfaction. Work itself entails determining whether the position offers chances for skill application, challenge, and satisfaction. Salary/Rewards means how fair and competitive the financial compensation employees receive is. Promotion opportunities are opportunities for career advancement and personal development. Supervision is the quality of relationships and support provided by superiors. Relationships with co-workers mean the level of cooperation and interpersonal relationships with fellow employees.

### 2.2 Workload

According to [Hart and Staveland \(1988\)](#) the number and level of difficulty of tasks that a worker has in a certain time. Workload is a process or activity that must be completed immediately by a worker within a certain period of time. If a worker is able to complete and adapt to a number of tasks given, then it does not become a workload, but if the worker is not successful then the tasks and activities become a workload ([Vanchapo, 2020](#)). Meanwhile, according to [Koesomowidjojo \(2017\)](#), workload is a process of determining the number of hours of work that human resources work, use, and need to complete a task within a certain time period. This means that workload is not only a matter of tasks or tasks, but also encompasses the deployment of resources and the determination of timeframes. Workload is one aspect that must be considered by every company, because workload affects employees in increasing productivity and feeling comfortable at work ([Affandi, 2018](#)).

According to [Hart and Staveland \(1988\)](#), there are certain indicators that can be used to measure workload. Some of these indicators include task volume and complexity; time spent completing tasks; level of concentration required; level of responsibility; and use of mental and physical resources. Task volume and complexity mean the number and difficulty of tasks an individual must perform in a given time can be important indicators of workload. Time spent completing tasks is the length of time required to complete each task or series of tasks can also reflect the level of workload an individual is experiencing. Level of concentration required means tasks that require high levels of concentration or deep thought may indicate a greater workload than routine or simple tasks. Level of responsibility is the level of responsibility or decisions an individual must make in carrying out their tasks can also influence the level of perceived workload. Use of mental and physical resources, it can be defined as the use of mental and physical resources such as memory, attention, and energy can provide clues to the level of workload an individual is experiencing.

According to [Koesomowidjojo \(2017\)](#), workload indicators include working conditions, utilization of working hours, and targets to be achieved. Working conditions refer to how well an employee understands the job. Therefore, companies should have and disseminate standard operating procedures (SOPs) to all elements within the company. Utilization of working hours can be defined as working hours that comply with Operational Standard Procedures (SOPs) in order to minimize employee workloads. Targets to be achieved mean determining the time required to complete a specific volume of work for each employee, the amount of which will naturally vary from employee to employee.

### 2.3 Job Stress

[Mangkunegara \(2017\)](#) defines job stress as a state in which a person feels pressure or tension at work, which makes them react poorly and feel overburdened in fulfilling their responsibilities. An emotional state known as "job stress" results from a mismatch between a person's capacity for coping and their workload. In other words, when the workload is too heavy for a person's physical or psychological capabilities, they will experience job stress ([Antonius, 2020](#)).

According to the [European Agency for Safety and Health at Work \(2014\)](#), occupational stress is a reaction that occurs when work does not meet employee expectations or needs and they are unable to manage it. Occupational stress is a state of tension that creates a physical and psychological imbalance, affecting an employee's emotions, thought processes, and general condition. When someone experiences stress, they can become exhausted both physically and psychologically and can potentially cause physical, psychological, emotional, cognitive, and conational (motivational) disorders.

Several indicators of work stress according to [Cary L. Cooper \(2017\)](#) include task volume and intensity; job uncertainty; control and autonomy; work-life balance; organizational inequity; value incongruence; social support; and physical and psychological health. Task volume and intensity mean the level of workload, including the amount of work to be completed and the difficulty of the tasks, can be an indicator of job stress. Job uncertainty is the level of uncertainty about future work, including job stability, organizational changes, and role ambiguity, can lead to job stress. Control and autonomy can be explained that lack of control or autonomy at work, such as a lack of decision-making in carrying out tasks, can also lead to job stress. Work-life imbalance means an imbalance between work and personal life demands can lead to job stress. For example, working too much or having too little time for personal life. Organizational inequity is inequity in the distribution of resources, promotions, and treatment in the workplace can cause job stress. Value incongruence means a mismatch between an individual's values and the organization's values or the values of the job task can also cause job stress. Social support can be explained that lack of social support from co-workers or superiors can cause job stress. Physical and Psychological Health such as headaches, fatigue, anxiety, and depression can also be indicators of job stress.

According to [Afandi \(2018\)](#), the indicators of work stress are task demands; role demands; interpersonal demands; organizational structure; and organizational leadership. Task demands can be defined that heavy and excessive task demands can lead to work stress. Therefore, in facing their work, a person must be able to manage work stress conditions as well as possible. Role demands relate to the pressures placed on an individual as a function of the specific role they play within an organization. Interpersonal demands are pressures created by other employees. Organizational structure means an image of an agency characterized by an unclear organizational structure, a lack of clarity regarding positions, roles, authority, and responsibilities. Organizational leadership in this case can provides a management style for the organization. Some parties within it can create an organizational climate that involves tension, fear, and anxiety.

### 2.4 Work Environment

According to [Sunyoto \(2015\)](#), the work environment is everything that surrounds workers and can influence them in carrying out their assigned tasks. Meanwhile, according to [Afandi \(2018\)](#), the work environment is everything that surrounds employees and can influence them in carrying out their assigned tasks, for example, the presence of air conditioning (AC), adequate lighting, and so on. In other words, concrete examples of good work environment conditioning are ensuring fresh air using AC, installing bright enough lights, and so on. The work environment is the totality of tools and materials encountered, the surrounding environment in which a person works, their work methods, and their work arrangements, both as individuals and as a group. This means that all equipment used to perform work and the methods employed, such as the right board, are also included in the environment ([Sedarmayanti, 2017](#)). According to [Keith Davis and John W. Newstrom \(2017\)](#) the work environment is the situations, places, and conditions in which people in an organization work.

According to [Keith Davis and John W. Newstrom \(2017\)](#) work environment indicators are physical conditions, psychological conditions, and social conditions. Physical conditions include temperature (a comfortable temperature in the workplace is important to ensure that employees do not feel too hot or cold, which can disrupt concentration and productivity); lighting (adequate lighting is essential for reducing eye fatigue and improving concentration); and cleanliness (clean air, sanitary facilities, and a workplace free of dirt). Social support, or assistance and support from superiors and co-workers, is one psychological condition. This encompasses teamwork and strong interpersonal interactions; fairness (perceptions of fairness in treatment, workload distribution, and opportunity for advancement in the workplace); and sense of safety (workers feel protected from physical threats and the possibility of losing their jobs). Social conditions include company culture (the rules and values upheld by the organization that impact employee behaviour and attitudes) and workplace connections (the calibre of relationships between employees, including teamwork, effective communication, and conflict management).

### 2.5 Research Framework

The purpose of this study is to investigate the impact of work load and work spirit on job stress on employee satisfaction with work environment as moderating variable. Based on the theory that discussed in previous part, the research framework of this study can be seen in the [Figure 1](#) below.

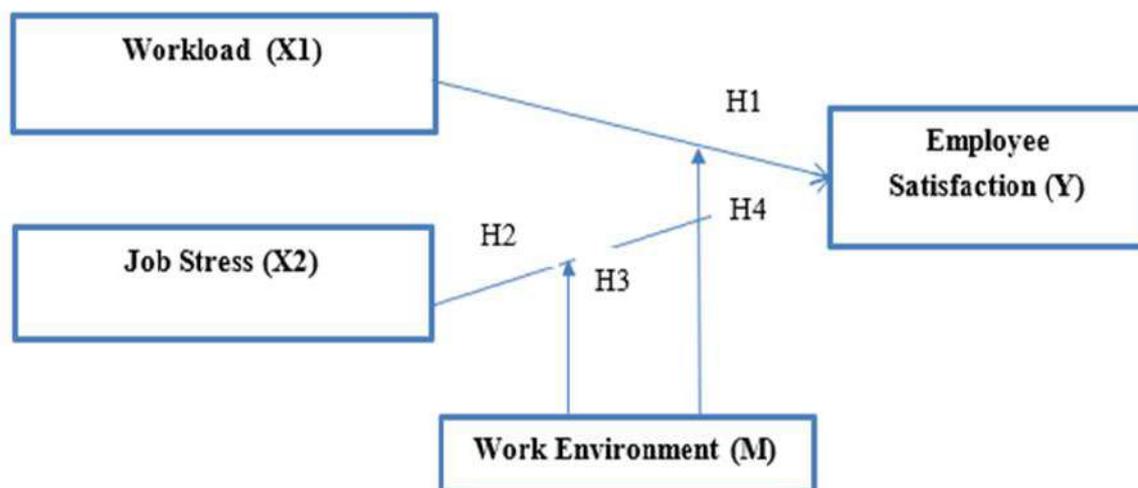


Figure 1: Research Framework

Based on the research framework above, the hypotheses of this study can be stated as follow:

H1: Workload has a significant effect on employee satisfaction

H2: Job Stress has a significant effect on employee satisfaction

H3: Work Environment moderates the relationship between workload and employee satisfaction

H4: Work Environment moderates the relationship between job stress and employee satisfaction

### 3. RESEARCH METHOD

The approach used in this research is a quantitative approach, the process begins with the preparation of a theoretical model and analysis as a basis for asking temporary questions (hypotheses), then continues with the operationalization of the concept, until conclusions are made as research findings. The scope of this research is related to human resource management, especially the relationship between work load and job stress on employee satisfaction with work environment as a moderating variable. The unit object of analysis in this research is an individual, namely an employee of the Ampelgading District, Malang Regency. Thirty workers from Malang Regency's Ampelgading District made up the study's population. In this study, a saturated sample—that is, a sample of the entire population—was employed. Therefore, all 30 employees of the Ampelgading District, Malang Regency, served as the study's sample. This study used several analyses: validity and reliability analysis, classical assumption, and Multiple Linear Regression Analysis. Data process in this study used IBM SPSS Statistic 23.

### 4. RESULTS AND DISCUSSIONS

#### 4.1. Validity and Reliability

The discussions of this study follow the framework in the Figure 1 above. This study has four variables that consist of work load, job stress, employee satisfaction, and work environment. Work load has 5 item questionnaires, job stress has 6 items, work environment has 10 items, and employee satisfaction has 5 items. and compensation has 8 items. Table 1, Table 2, Table 3, and Table 4 show the result of validity test.

Table 1: Validity test result of Work Load

No.	Items	r-count	r-table	Results
1	X1.1	0.777	0.394	Valid
2	X1.2	0.843	0.394	Valid
3	X1.3	0.739	0.394	Valid
4	X1.4	0.819	0.394	Valid
5	X1.5	0.855	0.394	Valid

Table 2: Validity test result of Job Stress

No.	Item	r-count	r-table	Results
1	X2.1	0.558	0.394	Valid
2	X2.2	0.616	0.394	Valid
3	X2.3	0.665	0.394	Valid
4	X2.4	0.580	0.394	Valid
5	X2.5	0.705	0.394	Valid
6	X2.6	0.610	0.394	Valid

Table 3: Validity test result of Work Environment

No.	Item	r-count	r-table	Results
1	M1.1	0.818	0.394	Valid
2	M1.2	0.738	0.394	Valid
3	M1.3	0.726	0.394	Valid
4	M1.4	0.487	0.394	Valid
5	M1.5	0.626	0.394	Valid
6	M1.6	0.723	0.394	Valid
7	M1.7	0.494	0.394	Valid
8	M1.8	0.514	0.394	Valid
9	M1.9	0.467	0.394	Valid
10	M1.10	0.696	0.394	Valid

Table 4: Validity test result of Employee Satisfaction

No.	Item	r-count	r-table	Results
1	Y1.1	0.859	0.394	Valid
2	Y1.2	0.770	0.394	Valid
3	Y1.3	0.785	0.394	Valid
4	Y1.4	0.907	0.394	Valid
5	Y1.5	0.907	0.394	Valid

Based on the results in Table 1, Table 2, Table 3, and Table 4 above, all statement items for all variables show that the r-count is greater than the r-table. The results of the validity test on the 26 statement items in the research instrument found all valid data and could be used for subsequent analysis. The reliability test of this study used the value of Cronbach's Alpha. Table 5 below show the results of reliability test.

Table 5: Results of Reliability Test

No.	Variable	Cronbach Alpha	Items	N
1.	Workload (X1)	0.861	5	30
2.	Work Stress (X2)	0.680	6	30
3.	Work Environment (M)	0.828	10	30
4.	Employee Satisfaction (Y)	0.895	5	30

Based on the results in Table 5, it can be concluded that all variables are reliable, because the values of Cronbach's Alpha are greater than 0.7.

#### 4.2. Classical Assumptions

Classical assumption tests that used in this study are normality, heteroskedasticity, and multicollinearity. Figure 2 below shows the result of normality test.

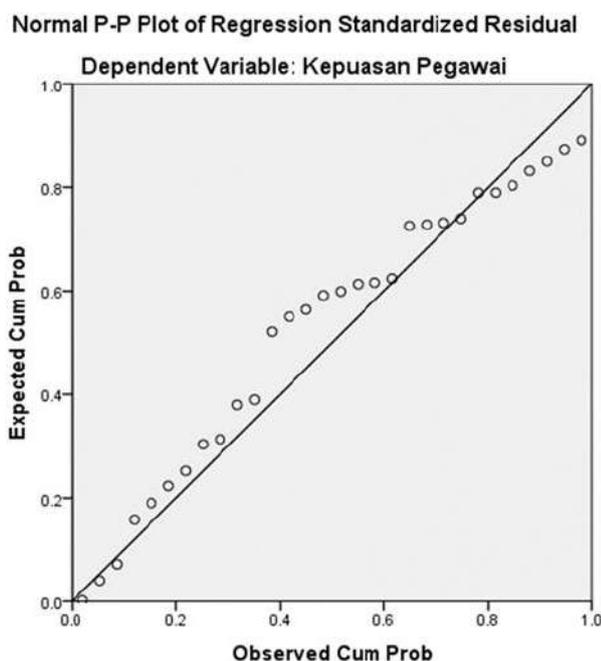


Figure 2: Normality test

**Note:** Kepuasan pegawai = employee satisfaction

Based on Figure 2 above, it can be seen that the data distribution points are around the line, this shows that the data is normally distributed so that the normality test is met.

Heteroscedasticity testing needs to be carried out to test the dissimilarity of the residual variance values between one observation variable and another observation. A good regression model is homoscedastic or does not show signs of heteroscedasticity. The method used in this research is to look at the Scatterplot graph. Figure 3 below shows the result of heteroscedasticity test.

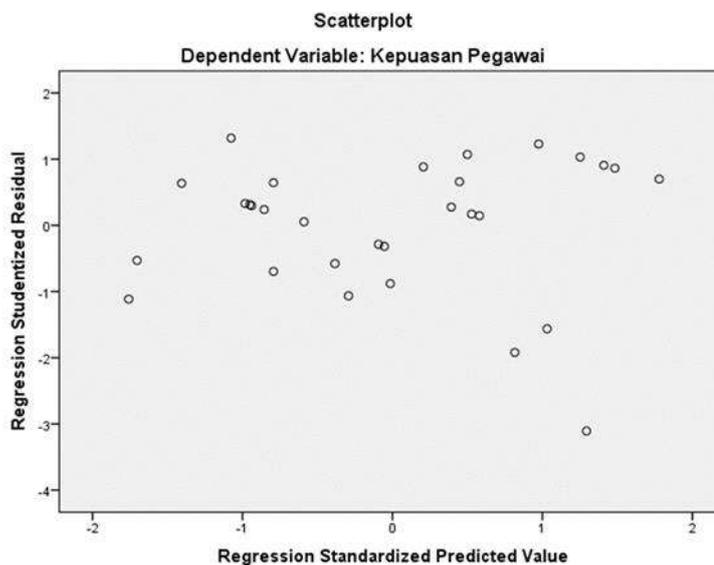


Figure 3: Heteroscedasticity Test

The results of the image above show that the Scatterplot graph has dots spread out without any clear pattern at the top and bottom or around the number 0, so it can be concluded that the model in this study meets the requirements to be a good model so that the heteroscedasticity assumption is met.

The multicollinearity test aims to test whether there is a correlation between two independent variables in multiple linear regression mode. To find out whether multicollinearity occurs in a linear regression model, it can be seen based on the tolerance and VIF values. Table 6 shows the result of multicollinearity test.

Table 6: Multicollinearity Test Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	1,911	1,061		1,802	,083		
	Work Load	,663	,203	,534	3,268	,003	,961	1,041
	Job Stress	-,059	,308	-,065	-,190	,851	,222	4,502
	Work Environment	-,132	,311	-,145	-,425	,674	,221	4,515
a. Dependent Variable: Employee Satisfaction								

Based on the results shown in Table 6, it can be concluded that there is no multicollinearity in this study because each independent variable has a tolerance value of more than 0.1 and a VIF value of less than 10. So, it can be concluded that the regression model in this study has met the requirements of multicollinearity test.

### 4.3. Multiple Linear Regression Analysis

#### 4.3.1. R-Square

The coefficient of determination test (R Square) needs to be carried out to be able to determine the magnitude of the influence of the independent variable on the dependent variable in percent units from the results of the research regression model. The test results obtained from the coefficient of determination test in this study are as follows:

Table 7: R-Square Value

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.578 <sup>a</sup>	.334	.257	.46706
a. Predictors: (Constant), Work Environment, Work Load, Job Stress b. Dependent variable: Employee Satisfaction				

The results obtained in [Table 7](#) regarding the coefficient of determination test results in this research were a value (R square) of 0.334 or equal to 33.4%. This figure means that the work load, job stress, and work environment together can influence employee satisfaction by 33.4%. Meanwhile, the remaining value (100% – 33.4% = 66.6%) is influenced by other variables outside the regression model in this study.

#### 4.3.2. Hypotheses Test

The following are statistical results to test the influence of work load, job stress, and work environment on employee satisfaction.

Table 8: Results of Partial Test Coefficients <sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,911	1,061		1,802	,083
	Work Load	,663	,203	,534	3,268	,003
	Job Stress	-,059	,308	-,065	-,190	,851
	Work Environment	-,132	,311	-,145	-,425	,674
a. Dependent Variable: Employee Satisfaction						

The statistical test results in [Table 8](#) can be explained as follows:

1. The effect of workload on employee satisfaction-

The hypothesis that works load (X1) has a significant effect on employee satisfaction (Y) is found to have a positive effect, the t-statistic value is 3,268 and the Sig. 0.003. Because the Sig value. 0.003 < probability 0.05, then the effect is significant on employee satisfaction. So, it can be concluded that hypothesis 1 is accepted.

2. The effect of work stress on employee satisfaction-

The hypothesis that job stress (X2) has a significant effect on employee satisfaction (Y) is found to have a negative effect, the t-statistic value is -0.190 and the Sig. 0.851. Because the Sig value. 0.851 > probability 0.05, so the effect is not significant on employee satisfaction. So, it can be concluded that hypothesis 2 is rejected.

3. Work environment moderates the effect of workload on employee satisfaction-

The following are the statistical results of the moderation of work environment variables on the influence of workload on employee satisfaction.

Table 9: Results of the Moderation Test of the Workload Variable Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,273	,859		1,482	,150
	Work Load	,815	,222	,656	3,675	,001
	X1M	-,044	,033	-,241	-1,351	,188
a. Dependent Variable: Employee Satisfaction						

Based on the results shown in [Table 9](#) regarding the moderation regression test, the significance value of the moderating variable (workload\*work environment) was found to have a significance of 0.188 > 0.05. The beta value was found to be negative at -0.044. The work environment does not considerably mitigate the impact of workload on employee happiness,

according to Table 9's regression test results. This indicates that in Ampelgading District, Malang Regency, the work environment does not mitigate the impact of workload on employee happiness. Thus, hypothesis 3 is rejected.

4. Work environment moderates the effect of work stress on employee satisfaction

The statistical results of the moderating role of the work environment on the influence of work stress on employee satisfaction in Ampelgading District, Malang Regency can be seen in Table 10 below.

Table 10: Results of the Moderation Test of Job Stress Variable Coefficients <sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3,006	1,135		2,649	,013
	Job Stress	,979	,704	1,080	1,391	,175
	X2M	-,170	,102	-1,289	-1,660	,108
a. Dependent Variable: Employee Satisfaction						

Based on the results shown in Table 10 regarding the moderation regression test, the significance value of the moderating variable (job stress\*work environment) was found to be 0.108 > 0.05. The beta value was found to be negative at -0.170. From the results of the regression test in Table 10, it can be concluded that the work environment is not capable of being a moderator for the influence of job stress on employee satisfaction in Ampelgading District, Malang Regency. Thus, hypothesis 4 of this study is rejected.

4.4. Discussions

The results of this study indicate that workload significantly influences employee satisfaction in Ampelgading District, Malang Regency. This influence is positive, meaning that increasing employee workload will increase employee satisfaction. Workload in this study was measured using five statements consisting of work completion time, high target achievement, high level of work difficulty, frequent sudden tasks, and the ability to achieve targets both in the office and outside the office. The five statements used in this study tended to be heavy workloads. None of the respondents opposed or strongly disagreed with any of the five claims, while the majority agreed or strongly agreed. This suggests that they have a hard workload, which has a negative effect on their job happiness. Employee performance and, eventually, organizational performance will be impacted by work satisfaction. Therefore, in order to enhance individual and organizational performance, a re-evaluation of the workload of employees in Ampelgading District, Malang Regency, is required. This study supports Widiantoro & Gaol's (2024) findings that, in the Secretariat of the Directorate General of Land Transportation, employee workload significantly improves job satisfaction. Research by Jasmin et al. (2023) also found that workload has a positive and significant effect on employee job satisfaction at PT Malatunrung Rezkindo.

The results of this study indicate that job stress does not significantly affect employee satisfaction in Ampelgading District, Malang Regency. This means that an increase or decrease in employee stress levels does not affect their satisfaction. This study has 6 statements for the job stress variable, namely frequently experiencing difficulties in completing work, task demands that help improve their abilities, support from superiors and colleagues in dealing with problems, guidance from superiors in solving problems, maximum work completion, and superior support for decisions made by employees. These six statements are more positive, meaning they make employees less stressed, except for the first statement which states a high level of difficulty in completing work. Regarding the work stress variable, 67.7% of respondents disagreed with the statement that task demands can help them improve their abilities and skills at work. This means that task demands can increase their level of difficulty and, consequently, their job stress. However, this contrasts with their responses regarding superior guidance in helping them complete their work effectively, with 73.3% of respondents agreeing. The conflicting responses to this statement on the job stress variable likely mean that work stress does not significantly impact employee satisfaction. This study contradicts Fardah & Ayuningtias (2020), who stated that job stress has a significant negative effect on employee job satisfaction at CV Fatih Terang Purnama. Sanjaya's (2021) study also found that job stress has a negative and significant effect on employees at PT Adhi Persada Gedung, the Bess Mansion project branch.

The results of this study indicate that the work environment is not able to moderate the influence of workload on employee satisfaction in Ampelgading District, Malang Regency. Workload in this study significantly influences employee satisfaction, but the existence of the work environment is not able to increase or decrease this influence. The work environment in this study was measured by ten statements consisting of adequate workspace circulation, adequate lighting, low noise levels, good room colouring, comfortable room temperature, adequate work equipment, open and harmonious relationships with co-workers, and superiors who are friendly and respectful to subordinates. Thus, a good work environment is not able to moderate or strengthen/weaken the influence of employee workload on employee satisfaction. The impact of workload on employee happiness can be mitigated by a supportive workplace. A happy workplace can boost job satisfaction and make workers feel more at ease. Workload and the workplace have a big impact on employee satisfaction, according to research by Jasmin et al. (2023). This result runs counter to the examination of workload's moderating effect in the link between workload and employee satisfaction in the current study.

The results of this study indicate that the work environment is unable to moderate the influence of job stress on employee

satisfaction. Job stress in this study did not significantly influence employee satisfaction, even when elements of a good work environment, both physical and social, were included, it was still unable to make job stress significantly influence employee satisfaction. This can be interpreted that the stress experienced by employees in Ampelgading District, Malang Regency is not caused by workload or work environment conditions. This finding is good because the working conditions in the Ampelgading District, Malang Regency do not cause employee stress. However, it is necessary to re-examine whether employees actually experience stress or not. Therefore, a study is needed that connects job stress with employee performance in Ampelgading District, Malang Regency, because job stress can have an impact on declining employee performance which ultimately has an impact on declining organizational performance.

## 5. CONCLUSION

In Ampelgading District, Malang Regency, this study looked at the effects of workload, job stress, work environment, and employee happiness. The study's findings indicate that 33.4% of employee satisfaction is driven by workload, job stress, and work environment; the remaining percentage is influenced by other factors not covered in this study. Workload variable significantly influences employee satisfaction, but job stress does not. Work environment variable in this study does not moderate the influence of workload and job stress on employee satisfaction.

## CONFLICTS OF INTEREST

The authors declare that they have no conflicts of interest.

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