Examining the Impact of Workload, Compensation, and Work Environment on Employee Job Satisfaction: A Study at the Department of Transportation, Binjai City

Menelaah Pengaruh Beban Kerja, Kompensasi, dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan: Studi pada Dinas Perhubungan Kota Binjai

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ABSTRACT

This research was conducted at the Binjai City Transportation Agency with the aim of the research to determine the effect of workload, compensation and work environment partially and simultaneously on employee job satisfaction at the Binjai City Transportation Agency. The population is 75 permanent employees and the sampling is done with saturated samples so that the number of samples is 75 respondents. The type of data used is primary data and the data source used is secondary data, data collection techniques using literature studies, surveys and observations. Data analysis techniques are multiple linear regression, classical assumption tests and hypothesis tests. The results of the study are that workload, compensation and work environment partially and simultaneously affect employee job satisfaction at the Binjai City Transportation Agency. There is a strong correlation between workload, compensation and work environment with employee job satisfaction. Employee job satisfaction in the company can be explained by workload, compensation and work environment by 45.5% and the remaining 54.5% can be explained by other variables not studied.

Keywords: Workload, Compensation, Work Environment, Job Satisfaction

ABSTRAK

Penelitian ini dilakukan pada Dinas Perhubungan Kota Binjai dengan tujuan untuk mengetahui pengaruh beban kerja, kompensasi, dan lingkungan kerja secara parsial maupun simultan terhadap kepuasan kerja karyawan pada Dinas Perhubungan Kota Binjai. Populasi dalam penelitian ini adalah 75 orang pegawai tetap, dengan teknik pengambilan sampel menggunakan sampel jenuh sehingga jumlah sampel sebanyak 75 responden. Jenis data yang digunakan adalah data primer dan data sekunder, dengan teknik pengumpulan data melalui studi pustaka, survei, dan observasi. Teknik analisis data yang digunakan meliputi regresi linier berganda, uji asumsi klasik, dan uji hipotesis. Hasil penelitian menunjukkan bahwa beban kerja, kompensasi, dan lingkungan kerja berpengaruh secara parsial maupun simultan terhadap kepuasan kerja karyawan pada Dinas Perhubungan Kota Binjai. Terdapat korelasi yang kuat antara beban kerja, kompensasi, dan lingkungan kerja dengan kepuasan kerja karyawan. Kepuasan kerja karyawan pada instansi tersebut dapat dijelaskan oleh beban kerja, kompensasi, dan lingkungan kerja sebesar 45,5%, sedangkan sisanya sebesar 54,5% dijelaskan oleh variabel lain yang tidak diteliti.

Kata kunci: Beban Kerja, Kompensasi, Lingkungan Kerja, Kepuasan Kerja

1. Introduction

The sustainability of an organization is closely tied to its human resources, particularly employees who serve as the engine of productivity and organizational progress. Employees are

essential strategic assets whose performance directly influences a company's competitive position and long-term success. To optimize this contribution, employees must feel supported, valued, and satisfied in their roles. Job satisfaction reflects a psychological state that affects work motivation, performance, and retention (Zulher et al., 2022). Satisfied employees are generally more committed, productive, and willing to contribute beyond formal responsibilities.

However, employee satisfaction is not automatically guaranteed; it is shaped by several interrelated factors, including workload, compensation, and the work environment. These aspects influence how employees perceive fairness, support, and value within the organization. Excessive workloads, for instance, have been shown to negatively impact employee morale and productivity, particularly when responsibilities exceed capacity or job descriptions (Fathomi, 2021; Firdaus & Anah, 2024). When employees are overburdened for extended periods without adequate support, feelings of burnout, stress, and dissatisfaction often emerge (Swedana, 2023).

Compensation also plays a vital role in shaping employee attitudes. Fair and adequate compensation reflects recognition of an employee's contribution and mitigates perceptions of injustice. In contrast, under-compensation can lead to frustration, decreased morale, and turnover intentions (Aisy et al., 2024; Aisah, 2022). Studies have highlighted that financial incentives aligned with job risks and responsibilities can significantly increase job satisfaction (Dahlan et al., 2024). This notion is further supported by Putri et al. (2024), who found that salary fairness and recognition are pivotal in shaping employee motivation and loyalty.

Equally critical is the work environment, encompassing both physical and psychosocial dimensions. A supportive, safe, and comfortable work setting fosters collaboration, reduces stress, and enhances employee engagement (Izdihar et al., 2023; Lestari & Pangesti, 2022). Conversely, poor lighting, lack of cleanliness, noise, and strained interpersonal relationships can impair concentration and morale. Emily and Kadang (2020) found that workplace ambience strongly affects how employees feel about their roles, their colleagues, and their employer.

This study seeks to address a specific problem encountered at the Department of Transportation of Binjai City. Preliminary data gathered from 75 employees indicate several concerns: only 42.86% of respondents feel they are fairly compensated, while 37.14% agree that allowances are provided adequately. Similarly, only 31.43% report effective collaboration with colleagues, and 34.29% acknowledge good relationships with supervisors. These numbers reveal systemic issues affecting job satisfaction, especially in public sector organizations where hierarchical structures and rigid policies may inhibit responsiveness to employee needs (Cahyati & Sumartik, 2022).

From a research gap perspective, while prior studies have investigated job satisfaction in various sectors (Aisah & Juhaeti, 2023; Dewi & Heryanda, 2022), few have addressed the combined effect of workload, compensation, and work environment within regional government institutions like the Binjai City Department of Transportation. Additionally, most studies emphasize private or healthcare sectors, leaving a gap in public service organizations, where job satisfaction is equally critical for efficient service delivery (Andriany, 2019; Hamid, 2022).

The novelty of this research lies in integrating three pivotal variables—workload, compensation, and work environment—and analyzing their collective influence on job satisfaction in a municipal government setting. Unlike previous studies that examine these factors in isolation, this research proposes a more holistic model that reflects real workplace complexity. It also contributes contextual insights from Indonesia's civil service environment, which remains underrepresented in the global job satisfaction discourse (Mauludi et al., 2024).

Based on the phenomenon and research gap above, this study aims to analyze the effect of workload, compensation, and work environment both partially and simultaneously on employee job satisfaction at the Department of Transportation of Binjai City. The study's results

are expected to inform organizational leaders and policymakers in regional government institutions to develop better employee management strategies, enhance satisfaction levels, and ultimately improve public service delivery.

2. Methods

This research adopts a quantitative associative approach to analyze the influence of workload, compensation, and work environment on employee job satisfaction at the Department of Transportation of Binjai City. The study population consists of all permanent employees, totaling 75 people, who also serve as the sample (census method). Data were collected through questionnaires, observation, and literature study, then analyzed using SPSS software. The independent variables (workload, compensation, and work environment) and the dependent variable (job satisfaction) were measured using specific indicators on a Likert scale. Data analysis includes quality tests (validity and reliability), classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression analysis to assess simultaneous and partial effects. The F-test is used to examine the joint effect of the independent variables, while the t-test measures the individual effect of each variable. Additionally, the coefficient of determination (R^2) indicates the extent to which the independent variables explain variations in employee job satisfaction.

3. Results and Discussion

A. General Overview of the Department of Transportation of Binjai City

The Department of Transportation (Dishub) of Binjai City is a government agency responsible for managing and regulating transportation systems and traffic within Binjai City, North Sumatra. Since its establishment, Dishub Binjai has played a crucial role in developing a safe, efficient, and integrated transportation system to support the mobility of city residents and facilitate the flow of goods and passengers, contributing to the local economy and the quality of life in the community.

Initially, the Department of Transportation of Binjai City did not exist as an independent agency. Prior to its formation, matters related to transportation, roadways, and traffic regulation were handled by the Department of Public Works and other related agencies. Located strategically on a major transportation route between Medan and northern Sumatra, Binjai City faced significant transportation management challenges. The growing need for a more structured and organized transportation system led the city government to establish the Department of Transportation as a dedicated agency to manage all transportation-related affairs in the region.

Officially established in the early 2000s, the Department of Transportation has enabled more directed and integrated transportation management, becoming more responsive to the city's rapid development and increasing economic activities.

B. Research Results
1. Descriptive Characteristics of Respondents

The following table presents data on respondent characteristics based on gender, education and Length of Service:

Table 1. Respondent Characteristics by Gender, Education, and Length of Service

Characteristics	Category	Number of Respondents	Percentage (%)
Gender	Male	42	56.00
	Female	33	44.00
	Total	**75**	**100.00**
Education	High School	14	18.67
	Diploma	36	48.00
	Bachelor's	25	33.33
	Total	**75**	**100.00**
Length of Service	< 10 years	15	23.08
	11–20 years	35	53.85
	> 20 years	25	38.46*
	Total	**75**	**115.38***

Gender: The majority of respondents are male (56%), while females make up 44% of the total. This indicates a predominance of male workers within the studied population, which may reflect the nature of the jobs being more operational or technical in character.

Education Level: Most respondents (48%) hold a diploma-level education. This suggests that the organization tends to recruit employees with vocational education backgrounds who possess practical skills to support operational tasks. Respondents with a bachelor's degree account for 33.33%, while those with only a high school education make up 18.67%. These figures indicate that the roles offered do not necessarily require highly specialized academic expertise, but rather emphasize practical experience and applied technical competencies.

Length of Service: Respondents with 11–20 years of service form the largest group (53.85%), indicating that many employees have worked with the company for a considerable period. This suggests that the organization provides a stable work environment where employees feel comfortable and willing to remain. Furthermore, those who have served for more than 20 years (38.46%) represent a significant portion, reflecting high levels of employee loyalty and emotional attachment to their work. In contrast, respondents with less than 10 years of service constitute only 23.08%.

2. Data Quality Test Results

Table 2. Validity and Reliability Test Results for Workload and Work Environment Variables

Variable	Item	Corrected Item-Total Correlation	Validity Conclusion	Cronbach's Alpha
Workload	Workload_1	0.819	Valid	**0.821**
	Workload_2	0.699	Valid	
	Workload_3	0.503	Valid	
	Workload_4	0.781	Valid	
Work Environment	Work environment_1	0.758	Valid	**0.774**
	Work environment_2	0.312	Valid	

Work environment_3	0.636	Valid
Work environment_4	0.321	Valid
Work environment_5	0.837	Valid

The results of the validity and reliability tests for the variables of Workload and Work Environment indicate that the instruments used are both valid and reliable. For the Workload variable, all four questionnaire items showed corrected item-total correlation values above the minimum threshold of 0.30, ranging from 0.503 to 0.819. This confirms that each item has a strong correlation with the total score and is considered valid. Additionally, the reliability test yielded a Cronbach's Alpha value of 0.821, indicating high internal consistency and reliability of the workload measurement instrument.

Similarly, for the Work Environment variable, all five items also demonstrated validity with corrected item-total correlation values ranging from 0.312 to 0.837. Despite two items (work environment_2 and work environment_4) having values closer to the threshold, they still meet the standard criteria and are retained as valid. The reliability test for this variable produced a Cronbach's Alpha value of 0.774, which confirms that the items consistently measure the intended construct. Therefore, both variables are proven to meet the requirements of validity and reliability, allowing them to be used confidently in subsequent analyses.

3. Results of Classical Assumption Tests
a. Normality Test Results
The following presents the results of the normality test:

Table 3. Kolmogorov-Smirnov Test Results

One Sample Kolmogorov-Smirnov Test	
Unstandardized Residual	
N	75
Normal Parameters	
Mean	0.0000000
Std. Deviation	2.83597244
Most Extreme Differences	
Absolute	0.058
Positive	0.057
Negative	-0.058
Kolmogorov-Smirnov Z	0.505
Asymp. Sig. (2-tailed)	0.961

Source: Processed SPSS data, 2025

Table above it shows that the result of the Kolmogorov-Smirnov test indicates a significance value (Asymp. Sig. 2-tailed) of 0.961. Since the significance value is $0.961 > 0.05$, it can be concluded that the residual values are normally distributed and meet the assumption of normality.

b. Multicollinearity Test Results
The following presents the results of the multicollinearity test:

Table 3. Multicollinearity Test Results

Variable	Tolerance	VIF
Workload (X1)	0.776	1.289
Compensation (X2)	0.727	1.375
Work Environment (X3)	0.834	1.199

Source: Processed SPSS data, 2025

Table 3 shows that the variables of workload, compensation, and work environment each have tolerance values > 0.1 and VIF values < 10. Therefore, it can be concluded that the regression model does not exhibit multicollinearity symptoms, meaning there is no significant correlation among the independent variables.

c. Heteroscedasticity Test Results

The following presents the results of the heteroscedasticity test :

Table 4. Glejser Test Results

Variable	Sig. Value
Workload	0.291
Compensation	0.228
Work Environment	0.289

Source: Processed SPSS data, 2025

Table 4 above indicates that the significance values for workload (0.291), compensation (0.228), and work environment (0.289) are all greater than 0.05. Therefore, it can be concluded that there are no symptoms of heteroscedasticity in the regression model. This implies that no disturbing variables are present in this study.

4. Multiple Linear Regression Results

The following presents the results of the multiple linear regression analysis between the independent variables (workload, compensation, and work environment) and the dependent variable (job satisfaction) based on the processed respondent data:

Table 5. Multiple Linear Regression Results

Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	10.311	3.985	–	2.587	0.012
Workload (X1)	0.910	0.195	0.485	4.667	0.000
Compensation (X2)	0.342	0.151	0.244	2.867	0.021
Work Environment (X3)	0.124	0.141	0.084	2.649	0.031

Source: Processed SPSS data, 2025

The table above presents the results of multiple linear regression analysis with the following regression equation:

$$Y = 10.311 + 0.910 X_1 + 0.342 X_2 + 0.124 X_3$$

The interpretation is as follows:
1. The value of a (constant) is 10.311 and is positive, which means that employee job satisfaction will increase by 10.311 assuming that the variables of workload, compensation, and work environment remain constant (i.e., have a coefficient value of zero).

2. Workload (X_1) has a coefficient value of 0.910 and is positive, meaning that every one-unit increase in workload will increase employee job satisfaction by 0.910 (or 91%).
3. Compensation (X_2) has a coefficient value of 0.342 and is positive, meaning that every one-unit increase in compensation will increase employee job satisfaction by 0.342 (or 34.20%).
4. Work Environment (X_3) has a coefficient value of 0.124 and is positive, meaning that every one-unit increase in the quality of the work environment will increase employee job satisfaction by 0.124 (or 12.40%).

5. Hypothesis Test Results
a. Partial Test Results (t-test)
The following presents the partial test results between the independent variables (workload, compensation, and work environment) and the dependent variable (job satisfaction) based on the processed data:

Table 6. Partial Test Results

Model	Standardized Coefficients (Beta)	t	Sig.
(Constant)		2.587	.012
Workload_X1	.485	4.667	.000
Compensation_X2	.244	2.867	.021
Work Environment_X3	.084	2.649	.031

Source: Processed SPSS data, 2025

Based on the results of the partial (t) test with a total sample of 75 respondents and a t-table value of 1.665 at a significance level of 0.05, it can be concluded that all three independent variables—workload, compensation, and work environment—have a positive and significant effect on job satisfaction at the Binjai Transportation Department. The workload variable shows the strongest influence, with a t-value of 4.667 and a significance level of 0.000, indicating high statistical significance and supporting hypothesis H1. The compensation variable also significantly affects job satisfaction, as shown by a t-value of 2.867 and a significance value of 0.021, thus supporting hypothesis H2. Likewise, the work environment variable yields a t-value of 2.649 and a significance value of 0.031, confirming hypothesis H3. Therefore, all proposed hypotheses (H1, H2, and H3) are accepted, signifying that improvements in workload management, compensation systems, and work environment conditions can enhance employee job satisfaction within the organization.

b. Simultaneous F-Test (ANOVA) and Coefficient of Determination (R^2) Analysis
To evaluate whether the independent variables—**workload**, **compensation**, and **work environment**—have a joint influence on the dependent variable, **employee job satisfaction**, a simultaneous significance test (F-test) and a coefficient of determination test (R^2) were conducted. The F-test assesses whether the regression model as a whole is statistically significant, while the R^2 test measures how much of the variance in the dependent variable can be explained by the independent variables. The results of both tests are presented below.

Table 7. Results of Simultaneous Test (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	542.837	3	180.946	21.586	0.000[a]
Residual	595.163	71	8.383		
Total	1138.000	74			

Source: Processed SPSS data, 2025

The total number of respondents in this study was 75 (n = 75), yielding degrees of freedom df(1) = 3 and df(2) = 71. At a significance level of 0.05, the corresponding F-table value is 2.73. As shown in the table above, the calculated F-value is **21.586**, with a **significance value of 0.000**. Since the F-value exceeds the F-table value (21.586 > 2.73) and the significance level is below 0.05 (0.000 < 0.05), it can be concluded that the independent variables—**workload, compensation, and work environment**—**jointly have a significant effect** on employee job satisfaction. Thus, the research hypothesis **H4 is accepted**, supporting the model's overall validity.

Table 8. Coefficient of Determination (R^2) Test Results

Model	R	R Square (R^2)	Adjusted R^2	Std. Error of the Estimate
1	0.691	0.455	0.432	2.895

Source: Processed SPSS data, 2025

The correlation coefficient (**R**) is 0.691, indicating a strong positive relationship between the three independent variables and job satisfaction. The R Square (R^2) value of **0.455** means that **45.5% of the variance in employee job satisfaction** is explained by the combination of workload, compensation, and work environment. The remaining **54.5%** is influenced by other factors not examined in this model, such as leadership style, personal motivation, work-life balance, or organizational culture. This suggests that while the model is statistically significant and explains a substantial portion of the outcome, further studies could include additional variables to improve predictive accuracy.

Discussion

The Influence of Workload on Employee Job Satisfaction at the Binjai Department of Transportation

Based on the statistical testing results, it can be stated that workload has a positive and significant partial effect on employee job satisfaction (t-value > t-table, 4.667 > 1.665 at sig. 0.000 < 0.05), thus hypothesis H1 is accepted.

This suggests that the workload experienced by employees, often in the form of additional tasks assigned by superiors, becomes a burden due to the limited capacity of the employees. Employees may realize they are unable to complete their assigned tasks effectively, leading to mental stress, decreased performance, and a sense of failure or dissatisfaction due to not being able to contribute optimally to the company's progress.

The Influence of Compensation on Employee Job Satisfaction at the Binjai Department of Transportation

Based on the statistical testing results, it can be stated that compensation has a positive and significant partial effect on employee job satisfaction (t-value > t-table, 2.867 > 1.665 at sig. 0.021 < 0.05), thus hypothesis H2 is accepted. This means that compensation is a key motivator for most employees. When employees receive sufficient and appropriate compensation, it leads to greater job satisfaction, which in turn motivates them to work diligently in hopes of future raises or bonuses. Compensation not only meets personal and family needs but also becomes a major driving factor that encourages employees to contribute positively toward achieving the company's vision and mission.

The Influence of Work Environment on Employee Job Satisfaction at the Binjai Department of Transportation

Based on the statistical testing results, it can be stated that work environment has a positive and significant partial effect on job satisfaction (t-value > t-table, 2.649 > 1.665 at sig. 0.031 < 0.05), thus hypothesis H3 is accepted. This indicates that the work environment plays a crucial role in enabling employees to perform their duties. A healthy, comfortable, and safe work environment enhances job satisfaction as it allows employees to work efficiently with both coworkers and superiors. Therefore, maintaining a supportive and harmonious work environment is essential and should be done consistently over time, as it benefits both employees and the organization.

The Influence of Workload, Compensation, and Work Environment on Employee Job Satisfaction at the Binjai Department of Transportation

Based on the statistical testing results, it can be stated that workload, compensation, and work environment collectively have a positive and significant effect on employee job satisfaction (F-value > F-table, 21.586 > 2.73 at sig. 0.000 < 0.05), thus hypothesis H4 is accepted. This indicates that employee job satisfaction is a crucial goal for every worker. Although job satisfaction may vary among individuals, there are common factors that contribute to it—such as having a workload that matches the employee's skills and capacity. When tasks are properly aligned with the employee's competence, they are more likely to complete the work successfully and on time.

In addition, adequate compensation—such as fair salaries and benefits aligned with responsibilities and risk—helps fulfill employee expectations and increases satisfaction. Employees who are satisfied with their earnings tend to work more seriously and prioritize quality performance.

Finally, a positive work environment supports job satisfaction by ensuring a healthy, safe, and comfortable atmosphere. Good air quality, proper ventilation, and positive relationships with coworkers and superiors allow employees to perform optimally and contribute meaningfully to the organization's success.

4. Conclusion

This study concludes that workload, compensation, and work environment each have a positive and significant influence on employee job satisfaction at the Binjai City Transportation Department. When examined together, these three variables also collectively contribute to enhancing job satisfaction, indicating the importance of managing operational demands, ensuring fair compensation, and creating a supportive work environment. Furthermore, job promotion was found to be an essential factor that positively influences employee performance, highlighting the role of career development in motivating staff. These findings reinforce the relevance of integrated human resource strategies in public sector institutions. For future research, it is recommended to expand the scope of analysis by including additional variables such as leadership style, organizational culture, or work-life balance to provide a more comprehensive understanding of job satisfaction and performance. Moreover, applying a mixed-methods approach or conducting longitudinal studies could offer deeper insights into how these factors evolve over time and affect employee outcomes in different organizational contexts.

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