

The Influence of Workload, Physical Work Environment, and Communication on Job Satisfaction in Cimahi City Education Service Employees

Raisa Reviana*, Gurawan Dayona ismail, Yoyo Sudaryo, Fanji Wijaya

The Faculty of Economics, University Indonesia Membangun, Indonesia

Corresponding Author: raisarev03@student.inaba.ac.id,
gurawan.dayona@inaba.ac.id, yoyo.sudaryo@inaba.ac.id, fanji.wijaya@inaba.ac.id

Article Information:

Received: 04 February, 2023, Accepted: February 09, 2024, Published: February 11, 2024

Abstract

The main aim of this research is to examine the influence of workload, physical work environment, and communication on the job satisfaction of Cimahi City Education Office employees. A sample of 45 employees was used for quantitative research. Used to test normality, multicollinearity, multiple regression, t-test, and F-test. Data was collected through questionnaires and observations. The research results show that workload does not significantly influence employee job satisfaction. For example, communication and the physical work environment positively affect employee job satisfaction. Based on hypothesis testing, H4 is considered acceptable, which means there is a significant relationship between Workload, Physical Work Environment, and Communication (at a significance level of $0.002 < 0.05$). The results show that several suggestions can be made to increase employee satisfaction at the Cimahi City Education Office. First, to avoid stress and fatigue, the workload must be divided equally or by adding workers according to needs. Second, improving the physical work environment by having a separate building specifically for the Cimahi City Education Department is important. The space is narrow, and there is no special place for consultations. It is also hoped that there will be a special warehouse because employees can only be placed around the work desk, so the files are not organized. Neatly. Finally, it is important to improve communication between superiors, subordinates, and co-workers through communication training and regular discussion forums. Due to frequent miscommunication between colleagues, work is often hampered.

Keywords: Physical Work Environment, Communication, Job Satisfaction

JEL Codes: G00, G1, G2

How to Cite:

Reviana, R., Ismail, G. D., Sudaryo, Y., Wijaya, F. (2024). The Influence of Workload, Physical Work Environment, and Communication on Job Satisfaction in Cimahi City Education Service Employees. *International Journal of Business, Management, and Economics*, 5(1). pp. 57 – 73. DOI: <https://doi.org/10.47747/ijbme.v5i1.1664>

1. Introduction

Human resources are essential to the success of any organization, as they are the driving force behind every activity. The effectiveness of organizational activities depends on the quality of human resources, making them the most important factor in any company. Given the dynamic nature of the business environment, acquiring, developing, and retaining high-caliber human resources has become an even greater imperative for organizations. According to Sulistyowati (2021), human resources work in an organization as executors, thinkers, and strategists to achieve its objectives. Investing in quality human resources (HR) may be a valuable asset for a firm and contribute to its future success (Panggabean et al., 2021). HR management involves acquiring, training, appraising, and compensating employees while managing their work relationships, including health, safety, and justice concerns. (Panggabean et al., 2021). Investing in high-quality human resources (HR) can be a valuable asset for a company and contribute to its future success. Therefore, the presence of quality HR can be used to evaluate the caliber of individuals who play a crucial role in the progress of the business. The competition in the market significantly impacts how a company functions. This is because every business aims to become a superior organization in terms of performance (Apriliana & Nawangsari, 2021)

Based on the search results, it is evident that the education department in Indonesia has undergone several changes in its structure and work systems over time. The importance of education has been recognized since colonial times, and as a result, the education department has been in existence. With the rapid advancement of technology and information, modifications to the education system are necessary to keep up with the changing times. The government delegated the responsibility of handling all levels of education, including secondary education, to the education department. The Ministry of Education, Culture, Research, and Technology has set a goal and mission to enhance the quality of education and strengthen educational and cultural governance in Indonesia. In summary, the development of the Indonesian Ministry of Education aims to increase educational quality and prepare future generations to tackle challenges.

Robbins and Judge (2016:46) imply that individuals who are exceptionally content with their work are likelier to harbor favorable emotions toward it. Conversely, employees who are dissatisfied with their jobs tend to harbor unfavorable attitudes toward their employment. It is imperative to acknowledge that employee job satisfaction significantly influences whether an organization achieves its goals or falls short of them.

Education is critical to the future of government administration and growth. The new paradigm of regional autonomy empowers regions to regulate and manage their affairs, including education. Regions are expected to address low-quality education at all levels (Dinas et al., n.d. 2019).

The Cimahi City Education Service is a regional apparatus within the Cimahi City Regional Government that carries out government affairs in the field of education, which is the authority of the City Region. It is led by the Head of the Service, located below, and is accountable to the Mayor through the Regional Secretary. The Education Department is an important part of the government that manages education and fulfills duties, rights, and obligations. Its main focus is on improving human resources and serving God Almighty. Human resources can be looked at from two perspectives: qualitative and quantitative. The quality component relates to the quality of human resources, which can be further divided into physical and non-physical qualities. Non-physical quality refers to the capacity to work, think, and perform other tasks.

Job satisfaction has a significant impact on life satisfaction for workers, as they spend the majority of their time working. Meeting these demands will increase employee appreciation for the organization's existence. Positive outcomes include improved individual performance. Performance Enhancements Individual encouragement leads to improved management performance, both indirectly and directly (Nur, 2020). According to Handoko (2020: 193), An individual's satisfaction with their job is an affective condition characterized by a positive or negative evaluation of their employment.

Based on interviews with personnel from the Cimahi City Education Department, a combination of factors, such as workload, physical work environment, and communication, are causing difficulties for employees. Decreased job satisfaction can negatively impact an employee's work quality and productivity. A pre-survey on job satisfaction was administered to 45 Cimahi City Education Office employees so that the author could collect more precise data and information. Preliminary results regarding job satisfaction are as follows.

Table 1. Pre-Survey Data on Employee Job Satisfaction

No	Statement	Response	
		Yes	No
1	There is satisfaction in doing tasks beyond one's abilities	37,8%	62,2%
2	Is the work appropriate to the workload?	39,9%	60,1%
3	Are you satisfied with the salary you receive with the amount of work you do?	40%	60%
4	Is there an opportunity for advancement in the job I have?	44,4%	55,6%
5	Does the leadership really understand the work and really care about the results of my work?	52,3%	47,7%
6	Is the level of togetherness between colleagues more satisfying for me at work?	77,8%	22,2%
Rate		48,7%	51,3%

Source: Data processed by researchers, 2024

Table 1 shows that work satisfaction at the Cimahi City Education Office is problematic, with each employee reporting a different level of satisfaction. The statement reveals that 51.3% of employees answered negatively, while 48.7% replied positively. Consequently, most workers are dissatisfied with their jobs. However, 62.2% of respondents stated they were content with performing tasks that exceeded their competence.

According to an interview with the head of the general civil service sub-section, the lack of job satisfaction was caused by the heavy workload and a lack of manpower in the Cimahi City

Education Service, where employees had to serve approximately 5,000 teachers and 40 thousand students. With the limited quantity of available human resources, the task remains intense. Employees already have their own job desks, but this is due to the large number of items at the Education Department, as well as the restricted human resources available. So the author obtained ABK data (Workload Analysis), which was then utilized to create the requirements for the number and types of roles. The purpose is to analyze employees.

Human resource performance will become a serious issue for firms if employee potential is not maximized. On the other hand, if the organization's human resource capacity can be properly exploited and developed, this will be a component that has a significant impact on the organization's performance in meeting its objectives. Given the value of human resources in companies, every firm aims to maximize employee potential for good performance. Finally, each employee's performance will help the firm realize its goals (Maini & Tanno, 2021). To achieve high productivity, workers must be able to focus on their jobs, find harmony in their work environment, and have the capacity to work effectively (Novita & Kusuma, 2020).

The Relationship Between Workload and Job Satisfaction Job Satisfaction is not substantially impacted positively by the Workload variable (X1), as the computed t-value is smaller than the critical t-value from the t-table. This indicates that at the Cimahi City Education Office, workload and job satisfaction are strongly inversely correlated.

The Relationship Between Physical Work Environment and Job Satisfaction. The findings of the study conducted at the Cimahi City Education Office indicate that there is a statistically significant and positive relationship between the Physical Work Environment variable (X2) and Job Satisfaction. It was determined that the t count value exceeded the t table value, suggesting that the physical work environment significantly impacts employee satisfaction at the Education Office in Cimahi City. The positive and statistically significant relationship between employee job satisfaction and the physical work environment was established in a 2017 study titled "The Influence of the Physical Work Environment, Non-Physical Work Environment, and Communication on Employee Job Satisfaction in the General Section of the Soppeng Regency Regional Secretariat," which was conducted by Muhraweni, Rasyid, and Gunawan. Likewise, "The Influence of Leadership and the Physical Work Environment on Job Satisfaction of Employees of the Sawahlunto City Personnel and Human Resources Development Agency" discovered that the physical work environment positively and significantly affects job satisfaction.

The Relationship Between Communication and Job Satisfaction It has been determined that Communication (X3) has a substantial and favorable influence on Job Satisfaction within the Education Office of Cimahi City. This is because the t-value is greater than the critical value from the t-table. Effective communication can affect employment satisfaction in the Education Department of Cimahi City, according to the findings of the researchers. A study titled "The Influence of Motivation, Communication, and Work Environment on Employee Job Satisfaction at the Bintan Regency Community and Village Empowerment Service," which was undertaken by Evita Sandra in 2021, demonstrates that effective communication has a substantial and favorable impact on augmenting job satisfaction among employees of the Empowerment Service Community and Village of Bintan Regency.

The workload, physical work environment, and communication on job satisfaction, The researcher has concluded that work satisfaction (Y), work load (X1), physical work environment (X2), and communication have a significant impact on work satisfaction at the

Cimahi City Education Office. This conclusion has been drawn because the computed F value is greater than the F table value. Therefore, this finding can serve as a benchmark and foundation for the Cimahi City Education Office employees to develop their objectives regarding employee satisfaction.

Excessive workloads can lead to stress and exhaustion among employees. Job satisfaction may suffer if the workload is not aligned with the employee's abilities and skills. Effective workload management can help prevent fatigue and boost employee satisfaction. A physically comfortable and supportive work environment can help employees deal with stress and improve their well-being. Factors such as suitable temperatures, adequate lighting, and ergonomic space design can all contribute to job satisfaction. Effective communication in the workplace is crucial for creating a healthy work environment. Open and transparent communication between supervisors and subordinates and among coworkers can help eliminate ambiguity and conflict, resulting in higher job satisfaction. To enhance employee work satisfaction, organizations should focus on different aspects at the same time. Maintaining a balance in workloads, ensuring a comfortable and safe physical work environment, improving communication, and promoting work-life balance can all create a healthy and fulfilling work environment for employees.

2. Literature Review

2.1. Job Satisfaction

Afandi (2018:74) defines job satisfaction as a positive disposition towards one's occupation, including emotions and conduct. It is manifested through evaluating one's work through the lens of gratitude for attaining one of the fundamental work values. According to Handoko (2020:193), job satisfaction refers to an employee's contentment with their job. This can be observed through their positive attitude towards work and their experiences in the workplace.

2.2. Workload

The workload is defined by Koesomowidjojo (2017:21) as the procedure through which human resources ascertain the number of working hours necessary to accomplish a given task within a designated time. Workload is defined by Tarwaka (2017: 128) as the collection of responsibilities that are delegated to a particular organizational element or individual within a designated time.

2.3. Physical Work Environment

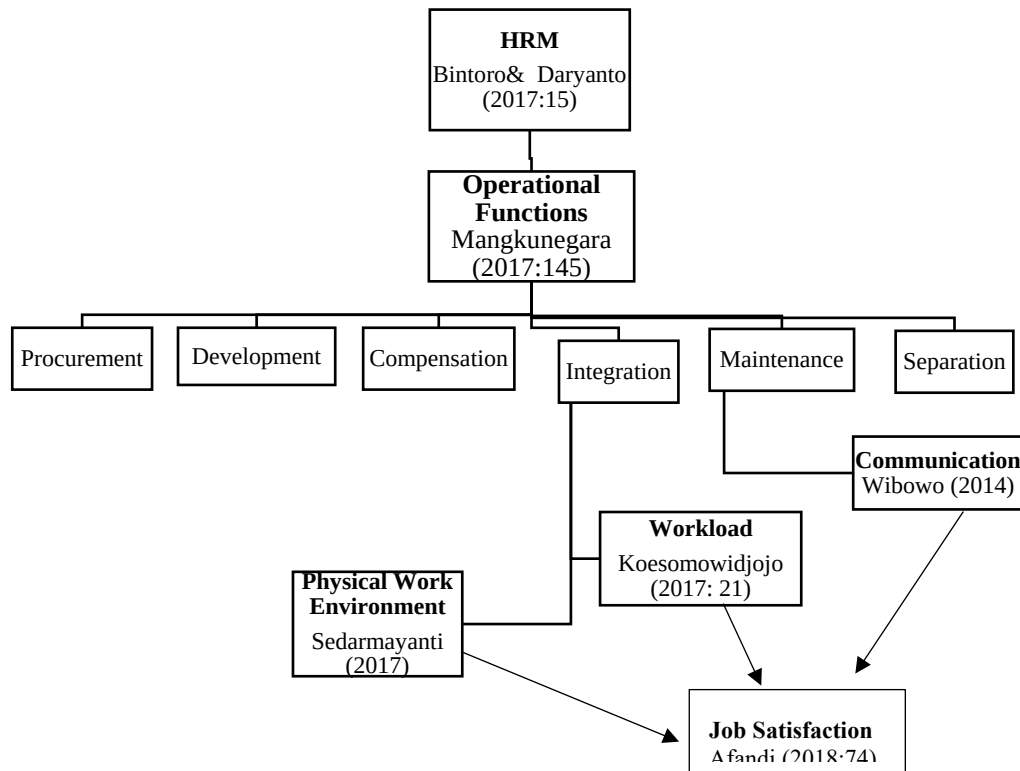
Hanaysha (2018:3) suggests a comfortable work environment can make employees more productive and satisfied. Therefore, managers need to focus on improving different aspects of the work environment to ensure the well-being of their employees. According to (Sedarmayanti, 2017, p. 121), the physical work environment refers to any physical conditions encountered in the workplace that might affect employees directly or indirectly.

2.4. Communication

According to Wibowo (2014: 165), communication is a process in organizational settings that keeps management and employees informed about many pertinent issues. Sutrisno (2017:17) defines communication as a term with several meanings. Communication may be defined as a social communication process. This meaning occurs within the framework of social science.

When social scientists utilize this technique for study, they often focus on human activity and communication in terms of messages and behavior.

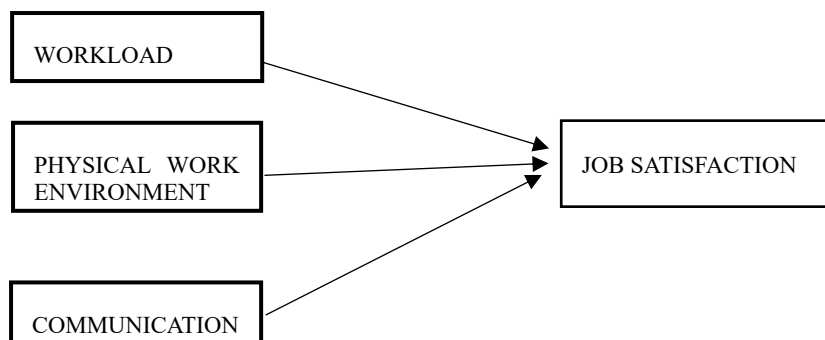
2.5. Framework



Picture 1. Framework

Source: processed by the author based on Mangkunegara (2017:145)

2.6. Research Model



Picture 2. Research Model

Source: by author 2024

2.7. Previous research

Tabel 2. Previous research

Author's (Year)	Research Title	Research Results	Similarities/Differences
Nisa & Yunianto (2023)	The Influence of Work Motivation, Communication, and Compensation on Job Satisfaction of Civil Servants (PNS) (Empirical Study at the Semarang City Land Office)	If the significance level is 5%, then communication has a positive and insignificant influence on the job satisfaction of Civil Servants (PNS) at the Semarang City Land Office. Meanwhile, if you use a significance level of 10%, communication positively and significantly influences the job satisfaction of Civil Servants (PNS) at the Semarang City Land Office.	Equality: Communication & Job Satisfaction Variables Difference: Different workload variables, physical work environment, and location of case studies were not examined.
Hadiantini, Arfiana & Retnowati (2022)	The Influence of Workload and Self-Efficacy on Job Satisfaction in Government Institutions in Sumedang Regency	Research Results Regarding the Magnitude of the Influence of Workload on Job Satisfaction at the Sumedang Regency Community and Village Empowerment Service. It is known that the t-count value $> t\text{-table}$ ($-3.352 > 2.057$) and the Sig value of the workload variable is $(0.001) < 0.05$.	Equality: Workload & Job Satisfaction Variables Differences: Does not examine communication variables, physical work environment & location of different case studies.
Nardo & Haryani (2021)	The Influence of Leadership, Physical Work Environment on Job Satisfaction of Employees of the Civil Service Agency and Human Resources Development of	The Physical work environment variable (X2) shows a significance value $(0.001 < 0.05)$, meaning that the physical work environment variable (X2) has a positive effect on Job Satisfaction of	Equality: Physical Work Environment Variables & Job Satisfaction. Difference: Not researching Workload, Communication & Location of different case studies.

Author's (Year)	Research Title	Research Results	Similarities/Differences
	Sawahlunto City	Employees of the Sawahlunto City Personnel and Human Resources Development Agency. Thus the second hypothesis is accepted	
Novita & Kusuma (2020)	The Influence of Workload and Work Environment on Employee Job Satisfaction (Case Study of Employees of the Nusantara Cooperative Bengkulu and Curup Branches)	The research results show that Workload and Work Environment significantly affect Job Satisfaction of employees of the Nusantara Cooperative Bengkulu and Curup Branches.	Equality: Workload Variables, Work Environment & Job Satisfaction. Difference: Not researching Communication and location of different case studies.
Damsjik (2019)	The Influence of the Physical Work Environment, Motivation, and Communication on Employee Job Satisfaction at the Donggala Regency Regional Development Planning Agency (Bappeda) Office	The physical work environment (X1) with a regression coefficient of 0.264 indicates a positive influence between the physical work environment and employee job satisfaction. Communication (X3) with a regression coefficient of 0.210 means that there is a positive influence between communication and employee job satisfaction.	Equality: Physical Work Environment Variables, Communication & Job Satisfaction Difference: It does not examine Workload variables and different case study locations

Source: by author 2024

3. Method

Dependent and independent variables comprise the components of this research. Utilizing statistics and figures as forms of description, the research adhered to a quantitative descriptive approach. The impact of physical working conditions, communication, and burden on job satisfaction was assessed using a Likert scale. Primary data was collected from 45 workers at the Cimahi City Education Department. Researchers gathered and processed trial data to assess

Published by:

the validity, reliability, and traditional assumption tests.

3.1. Population and Sample

The population in this study was 45 employees of the Cimahi City Education Department. The sampling method in this research used non-probability sampling with a purposive sampling technique. According to Sugiyono (2018:136), non-probability sampling is a sampling technique that does not give each member of the population the same chance or chance when selected as a sample. Meanwhile, according to Sugiyono (2018: 138), the purposive sampling technique uses certain considerations according to the desired criteria to determine the number of samples to be studied.

3.2. Data Collection Technique

The data in this research can be collected using the following techniques:

1. Interview is a method of collecting data by conducting direct questions and answers with the head of the general civil service sub-section and respondents related to the research, namely employees of the Cimahi City Education Office
2. Questionnaire/Questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer, Sugiyono (2017:142). The questionnaire contains questions and statements regarding the identity and characteristics of respondents, workload dimensions, physical work environment, communication, and employee job satisfaction dimensions.
3. Literature study, namely a technique for obtaining theoretical data from experts through reading sources that relate to and support the variables studied in this research.
4. Online Research, namely collecting data from sites or websites related to various information needed in the research being studied.

3.3. Variable Operationalization

Table 3. Variable Operationalization

Variable	Dimensions	Indicator	Scale
Job Satisfaction (Y) Source: Afandi (2018:74)	1. Work	1. Tasks obtained 2. Suitability of work to abilities	Ordinal
	2. Wages/Salary	1. Satisfied with the salary received with the amount of work 2. Suitability of salary to daily needs	
	3. Promotion	1. Have the opportunity to be promoted 2. Participate in training and development programs	
	4. Supervisor	1. Leaders who pay attention to work 2. Fair treatment of superiors and fellow employees	
	5. Work colleague	1. Level of Togetherness	

Variable	Dimensions	Indicator	Scale
Workload (X1) Source: (Koesomowidjojo, 2017:21)	1. Working Conditions	2. Workplace environment	Ordinal
		1. Needs & facilities	
		2. Suitability of work to abilities	
	2. Use of Working Time	3. Job qualifications are in accordance with the job analysis	
		1. Working hours according to SOP	
	3. Targets that must be achieved	2. Lots of work with a short completion time	
Physical Work Environment (X2) Source : (Sedarmayanti, 2017)	1. Lighting	1. The size of the work target given	Ordinal
	2. Work space circulation	2. Number of employees according to needs	
		Lighting lights in the workplace	
	3. Room Layout	Air ventilation in the room	
	4. Decoration	The room is spacious and comfortable	
	5. Facilities	Arrange the paint colors	
Communication (X3) Source: (Wibowo 2014: 165)	1.Ease of obtaining information	Adequate facilities are available	Ordinal
		There is Air Conditioner/AC	
	2. Communication Intensity	The level of ease in obtaining information	
	3. Communication Effectiveness	The level of communication intensity that occurs	
	4. Level of message understanding.	Level of effectiveness in communication	
	5. Attitude Change	Level of understanding of the message conveyed	
		The level of attitude change after communication	

Source: by author 2024

3.4. Data analysis technique

Sugiyono (2017:147) states that data analysis is an activity after collecting data from all respondents or other data sources. In quantitative research, research will use instruments to collect data. Research instruments are used to measure the value of the variables being studied. Thus, the number of instruments to be used depends on the number of studied variables.

The measurement scale used in this research is ordinal and Likert scales. According to Riduwan (2016: 88), the Likert scale can be used to measure the attitudes, opinions, and perceptions of a

Published by:

person or group regarding social events or phenomena. The Likert scale used in this research consists of 5 categories.

4. Results And Discussions

4.1. Reliability Test and Validity

Table 4. Validity Test Result

Variable	No.Item	Pearson Correlation	correlation level	Conclousion
Job Satisfaction (Y)	Y.1	0,607	0,294	Valid
	Y.2	0,531	0,294	Valid
	Y.3	0,381	0,294	Valid
	Y.4	0,484	0,294	Valid
	Y.5	0,455	0,294	Valid
	Y.6	0,491	0,294	Valid
	Y.7	0,319	0,294	Valid
	Y.8	0,491	0,294	Valid
	Y.9	0,417	0,294	Valid
	Y.10	0,605	0,294	Valid
Workload (X ₁)	X1.1	0,517	0,294	Valid
	X1.2	0,357	0,294	Valid
	X1.3	0,859	0,294	Valid
	X1.4	0,650	0,294	Valid
	X1.5	0,335	0,294	Valid
	X1.6	0,816	0,294	Valid
	X1.7	1,000	0,294	Valid
Physical Work Environment (X ₂)	X2.1	0,585	0,294	Valid
	X2.2	0,521	0,294	Valid
	X2.3	0,730	0,294	Valid
	X2.4	0,691	0,294	Valid
	X2.5	0,706	0,294	Valid
	X2.6	0,653	0,294	Valid
Communication (X ₃)	X3.1	0,530	0,294	Valid
	X3.2	0,668	0,294	Valid
	X3.3	0,788	0,294	Valid
	X3.4	0,613	0,294	Valid
	X3.5	0,791	0,294	Valid

Source: Data processed by researchers, 2024

Based on the provided table, it can be observed that all instruments associated with the variables, such as Job Satisfaction (Y), Work Load (X₁), Physical Work Environment (X₂), and Communication (X₃), have a Pearson correlation coefficient greater than 0.294. This indicates that the tool is valid and can effectively be used to conduct research or test hypotheses.

Table 5. Reliability Test Result

Variable	Croanbach Alpha	Critical Value	Conclousion
Job Satisfaction (Y)	0,616	0,60	Reliable
Workload (X ₁)	0,906	0,60	Reliable
Physical Work Environment (X ₂)	0,719	0,60	Reliable
Communication (X ₃)	0,703	0,60	Reliable

Source: Data processed by researchers, 2024

The findings of the reliability test reveal that Job Satisfaction (Y), workload (X₁), Physical Work Environment (X₂), and Communication (X₃) are reliable variables. This is shown by the fact that the reliability test results conducted using SPSS have a value greater than the Cronbach Alpha value, with each item having a value of > 600, indicating that all items meet the reliability testing standards.

4.2. Classic assumption test

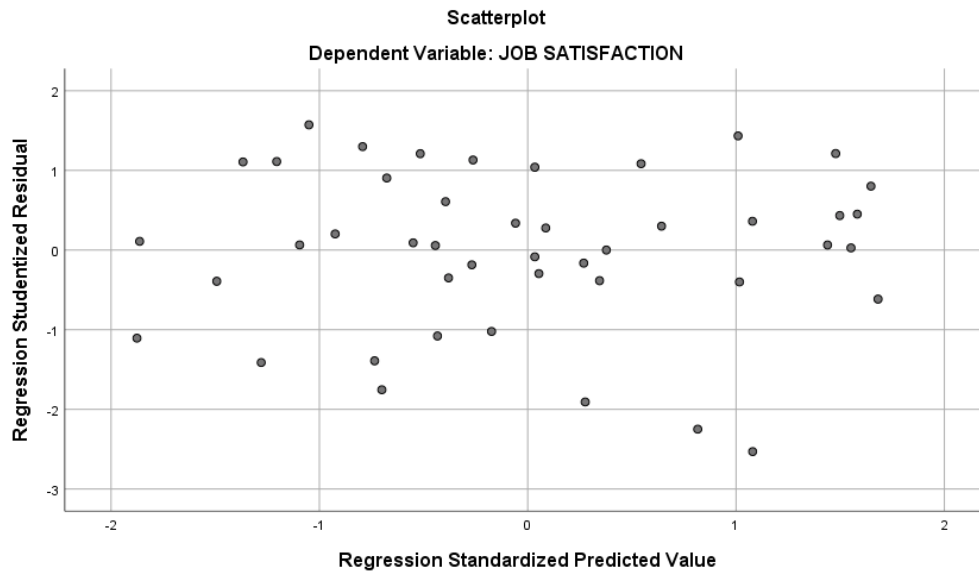
Normality Test

Table 6. Normality Test Result

Unstandardized Residual		
N		45
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	5.20944241
	Absolute	.126
Most Extreme Differences	Positive	.067
	Negative	-.126
Test Statistic		.126
Asymp. Sig. (2-tailed)		.071 ^c

Source: Data processed by researchers, 2024

Based on the findings of the Kolmogorov-Smirnov test, the Sig value of 0.071 is bigger than the crucial value of 0.05. Thus, the above-mentioned Kolmogorov-Smirnov test findings are pronounced regularly distributed.



Picture 3. ScatterPlot Test

Source: Data processed by researchers, 2024

The results of the heteroscedasticity test above reveal that the points on the X and Y axes are scattered above and below zero. The results show that there is no heteroscedasticity in this investigation.

4.3. Hypothesis Testing

t-Test

Tabel 7. t-Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.124	4.140		8.484	.000
	Workload	-.089	.118	-.099	-.755	.454
	Physical Work Environment	-.290	.095	-.402	-3.057	.004
	Communication	.253	.086	.385	2.935	.005

a. Dependent Variable: JOB SATISFACTION

Source: Data processed by researchers, 2024

- 1 An examination of the data yields clear evidence that, with a 95% confidence level ($\alpha = 5\%$), the burden substantially influences job satisfaction. The acceptance of the alternative hypothesis (H1) and rejection of the null hypothesis (H0) correspond to a t-count value exceeding the t-table value. This indicates that the dependent variable (job satisfaction) is influenced to some extent by the independent variable (workload).

Contrarily, H1 is accepted when the significance level (sig) is below 0.05, suggesting that the labor variable influences job satisfaction to some extent.

A two-sided test is conducted using the t-table value from the t-distribution table with $\alpha = 0.05$ and $df = n-k-1 = 45-3-1 = 41$ to compare the t-value for the labor variable, which is -0.755. The value of the t-table is 2.020. The t-count value acquired for the burden of -0.755 is admissible within the t-table value's critical range. Based on the observations, the labor variable does not appear to have a statistically significant impact on job satisfaction, as the significance level of 0.454 exceeds the predetermined threshold of 0.05.

- 2 The null hypothesis (H0) is denied in favor of the alternative hypothesis (H2) when the value of t-count exceeds the critical value set by the t-table. This finding suggests a partial relationship between the independent and dependent variables. Additionally, the acceptance of H2 is contingent upon the significance level (sig) below 0.05. This suggests that Job Satisfaction is partially influenced by the Physical Work Environment variable.

The t-value for the Physical Work Environment variable is -3.057, as determined by the analysis of the data presented previously. With $\alpha = 0.05$ and $df = 45-3-1 = 41$, this value is compared to the t table value in the t distribution table. The value in the t-table is 2.020. Evidently, the t-count value of -3.057 for exceeds the critical range of the t-table value (-2.020 to 2.020), as indicated by the data presented at the outset. As 0.004 is less than the predetermined threshold of 0.05, it is possible to claim significance. This suggests H2 is accepted, which implies that the influence of the physical work environment on job satisfaction is minimal.

- 3 The null hypothesis (H0) is denied in favor of the alternative hypothesis (H3) when the t-counter (H3) exceeds the critical t-value from the t table. This suggests that there is a partial relationship between the independent variable and the dependent constant. The acceptance of H3 implies that the Communication variable has a partial influence on Job Satisfaction, provided that the significance level (sig) is below 0.05. In comparison to the t-value of 2.935 for the Communication variable in the t-distribution table (where $\alpha = 0.05$ and $df = n-k-1 = 45-3-1 = 41$), the t-value of 2.935 for the Communication variable is calculated. 2.020% is the t-table value for a two-sided test. The calculation of the t-value (2.935) indicates that it falls outside the critical range of t-table values (-2.020 and 2.020), as indicated by the statistics above. Placing 0.005 below the predetermined threshold of 0.05 constitutes the significance level. By acknowledging H3, this suggests that there is a partial relationship between communication and job satisfaction.

F-Test

Table 8. F-Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	95.955	3	31.985	5.818	.002 ^b
Residual	225.397	41	5.497		
Total	321.352	44			

a. Dependent Variable: JOB SATISFACTION

b. Predictors: (Constant), COMMUNICATION, WORKLOAD, PHYSICAL WORK ENVIRONMENT

Source: Data processed by researchers, 2024

As shown in the preceding table, the F-count value attained was 5.818. When $\alpha = 0.05$, this value is compared to the F-table in the F distribution table; $df_1 = k-1 = 4-1 = 3$, and $df_2 = n-k = 45-4 = 41$. The value of F-table is 2.833. The value 5.818 indicates that F-count is greater than F-table 2.833. Based on the criterion for hypothesis testing, H4 is deemed acceptable, suggesting a significant relationship between Workload, Physical Work Environment, and Communication (at a significance level of $0.002 < 0.05$).

5. Conclusion

The results of research and discussions on Workload (X1), Physical Work Environment (X2), and Communication (X3) related to Job Satisfaction (Y) at the Cimahi City Education Office resulted in the following conclusions:

1. Workload (X1) does not positively influence Job Satisfaction (Y) at the Cimahi City Education Office.
2. Physical Work Environment (X2) has a statistically significant and positive influence on Job Satisfaction (Y) at the Cimahi City Education Office.
3. Communication (X3) greatly influences Job Satisfaction (Y) at the Cimahi City Education Office.
4. Workload (X1), Communication (X2), and Physical Work Environment (X3) have a significant influence on Job Satisfaction (Y) at the Cimahi City Education Office.
 - a. Considering the substantial interaction between the Workload variable (X1), the Physical Work Environment variable (X2) and the Communication variable (X3) as well as the Job Satisfaction variable (Y) in the Cimahi City Education Office, it is very important that maintaining a balanced workload, ensuring a working environment physical comfort and safety, improving communication, and encouraging work-life balance can all contribute to creating a healthy and satisfying work environment for employees.
5. For the next researcher, the research conducted by the author only includes the Workload variable (X1), the Physical Work Environment variable (X2) and the Communication variable (X3) on the Job Satisfaction variable (Y). Future researchers can also add the number of other similar variables so that the comparison can be seen.

References

- Afandi, P. (2018). Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator), Zanafala.
- Apriliansa, S. D., & Nawangsari, E. R. (2021). Pelatihan dan pengembangan sumber daya manusia (sdm) berbasis kompetensi. Forum Ekonomi, 23(4), 804–812. <https://doi.org/10.30872/jfor.v23i4.10155>
- Ayu, N. R., Ratih, H., & Ryan, A. (2022). Pengaruh Beban Kerja Dan Self Efficacy Terhadap Kepuasan Kerja Pada Institusi Pemerintah Di Kabupaten Sumedang. Economics Professional in Action

(E-Profit), 4(1). Bandung: Remaja Rosdakarya.
<https://doi.org/10.37278/eprofit.v4i1.455>

- Bintoro, & Daryanto. (2017). Manajemen Penilaian Kinerja Karyawan. Yogyakarta: Penerbit Gava Media.CV. Alfabeta
- Damsjik, R. (2019). Pengaruh Lingkungan Kerja Fisik, Motivasi dan Komunikasi Terhadap Kepuasan Kerja Pegawai pada Kantor Badan Perencanaan Pembangunan Daerah (Bappeda) Kabupaten Donggala.
- Hanaysha, J. R. (2018). An examination of the factors affecting consumer's purchase decision in the Malaysian retail market. PSU Research Review, 2(1), 7–23.
<https://doi.org/10.1108/PRR-08-2017-0034>
- Handoko, T. H. (2020). Manajemen Personalialia & Sumber daya Manusia. BPFE Yogyakarta
- Hariyanto, B., Bojonegoro, P., Susanto, H., & Sulistyowati, A. (2021). Pengaruh Kompetensi Sumber Daya Manusia Dan Sarana Prasarana Terhadap Kualitas Pelayanan Skck Melalui Kinerja Petugas Skck. In Jurnal Manajemen dan Administrasi Publik (Vol. 4, Issue 2). Jakarta: Salemba Empat.
- Koesomowidjojo, Suci (2017). Panduan Praktis Menyusun Analisis Beban Kerja. Jakarta: Raih Asa Sukses
- Maini, Y.-, & Tanno, A. (2021). Pengaruh Beban Kerja, Teamwork Dan Kepemimpinan Terhadap Kepuasan Kerja Dan Kinerja Pegawai (Studi Kasus Pada Bappeda Kota Payakumbuh). Jurnal BONANZA: Manajemen Dan Bisnis, 2(1), 31–50.
<https://doi.org/10.47896/mb.v2i1.360>
- Mangkunegara. (2017). Manajemen Sumber Daya Manusia Perusahaan, Bandung : Remaja Rosdakarya.
- Nardo, R., & Haryani, A. (2021). Pengaruh Kepemimpinan dan Lingkungan Kerja Fisik Terhadap Kepuasan Kerja Pegawai Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kota Sawahlunto. Jurnal Ilmiah Pendidikan Scholastic, 5(2), 26-34.
- Nisa, P. I. F., & Yuniarto, A. (2023). Pengaruh Motivasi Kerja, Komunikasi, dan Kompensasi Terhadap Kepuasan Kerja Pegawai Negeri Sipil (PNS) (Studi Empiris pada Kantor Pertanahan Kota Semarang). J-MAS (Jurnal Manajemen dan Sains), 8(1), 235-240.
- Novita, R., & Kusuma, M. (2020). Pengaruh Beban Kerja Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan (Studi Kasus Pada Karyawan Koperasi Nusantara Cabang Bengkulu dan Curup). Jurnal Manajemen Modal Insani Dan Bisnis (JMMIB)e-ISSN 2723-424X, 1(2), 164–173. <https://doi.org/10.61567/jmmib.v1i2.18>
- Nur, H. M. (2020). Pengaruh Komunikasi Terhadap Kepuasan Kerja Pegawai Pada Dinas Pertanian Dan Peternakan Kabupaten Pidie. Jurnal Sains Riset, 9(3), 43–51.
<https://doi.org/10.47647/jsr.v9i3.158>
- Panggabean, Mutiara Sibarani, Soekapdjo, S., & Tribudhi, Debbie Aryani. (2021). Pengaruh budaya organisasi terhadap kinerja karyawan di era millennial”. Penelitian ini menggunakan metode kuantitatif. Jurnal FEB Unmul, 2(1), 94–104. Penerbit Alfabeta.
<http://dx.doi.org/10.29264/jakt.v17i1.7330>
- Riduwan. 2016. Dasar-dasar Statistika. Bandung: Penerbit Alfabeta.

- Robbins, Stephen P., And Timothy A. Judge. 2016. *Perilaku Organisasi*. 16th Ed. Jakarta: Salemba Empat.
- Sandra, E. (2021). The Effect Of Reward And Punishment To The Performance Of PT. Telesindo Shop Tanjungpinang Employees. *Journal of Business and Management Review*, 2(1), 001-011. <https://doi.org/10.56799/jim.v2i12.2434>
- Sedarmayanti. 2017. *Perencanaan dan Pengembangan SDM untuk Meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja*. PT Refika Aditama. Bandung
- Sugiyono (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung : Alfabet.
- Sugiyono, (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabet
- Sutrisno, E. (2017). *Manajemen Sumber Daya Manusia*. Kencana, Jakarta
- Tarwaka, PGDip.Sc.,M.Erg. (2017) : *Keselamatan dan Kesehatan Kerja Manajemen dan Implementasi K3 di Tempat Kerja*, Harapan Press, Surakarta
- Wibowo. (2014). *Manajemen Kinerja*. Edisi Keempat. Jakarta : Rajawali Pers

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)

