The Effect of Workload and Work Environment On performance at the Pln UP3 Pontianak Office with Job Satisfaction as a Mediating Variable

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ABSTRACT

Employee performance is a crucial factor supporting organizational effectiveness, particularly in public service companies such as PT PLN. Workload and work environment are hypothesized to affect employee performance, both directly and indirectly through job satisfaction. This study aims to analyze the effect of workload and work environment on employee performance, and to examine the mediating role of job satisfaction at PT PLN (Persero) UP3 Pontianak. This research employs a quantitative approach using a survey method. Data will be collected through questionnaires distributed to employees. The analytical techniques include validity and reliability tests, regression analysis, and mediation testing. The findings are expected to provide insights into the relationship between workload, work environment, job satisfaction, and employee performance, while contributing to human resource management literature and managerial policy-making.

Keywords: Workload, Work Environment, Job Satisfaction, Employee Performance, Mediation

INTRODUCTION

Employee performance is one of the important factors that determine the success of an organization in achieving company goals, especially in public service provider companies such as PT PLN (Persero). Based on initial observations at PT PLN (Persero) UP3 Pontianak, the dynamics of electricity services require employees to adapt to strict operational targets, fast handling of network disruptions, and digital-based services. These demands often trigger a high mental and physical workload for employees. The following is a table of employee workloads:

Table 1 Workload

Key Indicators	Standard Measurement & Target Aspects	Real Conditions / Field Evaluation	Achievement Status
Task Volume & Service Target	The percentage of conformity of the number of tasks with the capacity of working hours (Target: 80%–90% normal).	The workload often increases when there is a mass disruption of the power grid in Pontianak.	Not Optimal / Needs Evaluation
Punctuality (*SLA*)	Disruption and administrative resolution rate according to *Service Level Agreement* (Target: >95%).	Most of the technical fault handlings were successfully resolved within the limits *Service Level Agreement*	With taget

Mental & Physical Stress	The percentage of employees who experience work fatigue due to the target (Target: <20%).	Some employees still feel mental pressure due to strict public service targets.	Not Optimal

A workload that is too high has the potential to cause work stress and fatigue, while a conducive work environment can increase employee comfort and productivity at work (Kosim, et al. 2023). Workload is one of the important aspects of human resource management because it is directly related to the ability of employees to complete tasks assigned by the organization. Workloads that are not in accordance with employee capacity can cause a decrease in work quality, delay in completing tasks, and reduce employee work motivation. Research conducted by Kosim et al. (2023) states that workload has a relationship with job satisfaction and employee performance, where high work pressure tends to affect the psychological condition of employees in carrying out their work. In addition, research by Nia Tufaila and Yuniawan Heru Santoso on employees of PT PLN (Persero) UP3 Bojonegoro shows that workload and job satisfaction simultaneously affect employee performance. This condition shows that proper workload management is necessary for employees to be able to work effectively and efficiently.

In addition to workload, the work environment is also a factor that affects the level of comfort and productivity of employees. The work environment includes physical and non-physical conditions, such as work facilities, relationships between employees, organizational communication, work safety, and a work atmosphere that supports employee activities. A good work environment will create a sense of comfort so that employees can work optimally and have a high morale for work.

Table 2 Working Environment

Key Indicators	Standard Measurement & Target Aspects	Real Conditions / Field Evaluation	Achievement Status
Availability of Facilities & Devices	Adequacy of digital/technical infrastructure facilities to support work (Target: >85%).	Operational support tools and reporting applications are adequate and functioning well.	Achieving Targets
Physical Comfort of the Workspace	Positive assessment of employees on air circulation and office cleanliness (Target: >80%).	The condition of the service room and the main office of UP3 Pontianak are arranged quite comfortable for employees.	Achieving Targets
Non-Physical Harmony	Effectiveness of cross-field communication and teamwork (Target: >90%).	The coordination relationship between engineering and customer service sections is very cooperative.	Achieving Targets

Research by Rahmadani and Sampeliling (2023) shows that the work environment has a positive influence on job satisfaction and employee performance. Other research by Hantoro and Kurniawati (2023) also proves that the work environment and job satisfaction have a significant effect on employee performance. Thus, organizations need to create a safe, comfortable, and harmonious work environment to support the improvement of the quality of employee performance.

Job satisfaction in the study of human resource management is seen as the emotional response of employees to the work carried out. Employees who feel satisfied with their work tend to have higher loyalty, responsibility, and morale than employees who are dissatisfied. Job satisfaction can be seen in the following table:

Table 3 Job Satisfaction

Key Indicators	Standard Measurement & Target Aspects	Real Conditions / Field Evaluation	Achievement Status
Compensation Fairness & Workload	Satisfaction with balancing workload with rewards (Target: >80%).	There is still a perception that incentives are not fully proportional to the high risk of the field.	Not Fully Achieved

Support & Attention Management	Leadership response in overcoming daily operational constraints (Target: >80%).	The management of UP3 Pontianak is quite responsive in providing direction and solutions when technical problems occur.	Achieving Targets
Co-worker Relationship Comfort	Family climate and emotional support between employees (Target: >90%).	The solidarity and culture of cooperation between employees within PLN UP3 Pontianak is very good.	Achieving Targets

Job satisfaction can be influenced by various factors, such as workload, work environment, compensation, employment relationships, and career development opportunities. Research by Amelia and Ratnawili (2023) states that job satisfaction has a positive effect on improving employee performance. In addition, research by Sulistyani et al. (2023) explains that job satisfaction can be an intervening variable that strengthens the relationship between the work environment and employee performance. This shows that job satisfaction has an important role as a liaison in improving employee performance in an organization.

In the context of PT PLN (Persero) UP3 Pontianak, the increase in public needs for electricity services causes employees to face increasingly high job demands. Employees are required to be able to complete administrative and technical work quickly and precisely, especially in power outage services, network installation, and digital-based customer service. High job responsibility has the potential to increase employee workload if it is not balanced with a supportive work system and work environment. In addition, uncomfortable work environment conditions, such as pressure on job targets, limited work facilities, and less harmonious work relationships can affect the level of employee job satisfaction. If these conditions continue, it can have an impact on declining employee performance and the quality of the company's services to the community.

Although various previous studies have examined the influence of workload and work environment on performance, there is a research *gap* where an increase in workload is not always accompanied by a decrease in performance if employees have an adequate level of job satisfaction. Job satisfaction acts as a crucial psychological mechanism (*intervening variable*) that bridges environmental conditions and workload to final productivity. Special research within PT PLN (Persero) UP3 Pontianak by placing job satisfaction as a mediating variable is still very limited. Therefore, this study aims to analyze the influence of workload and work environment on employee performance through job satisfaction at PT PLN (Persero) UP3 Pontianak.

Based on this description, research on the influence of workload and work environment on employee performance with job satisfaction as a mediation variable at PT PLN (Persero) UP3 Pontianak is relevant to be conducted. This research is expected to make a theoretical contribution to the development of human resource management science, especially related to workload management, creation of a conducive work environment, and increasing employee job satisfaction. In addition, the results of this research are expected to be material for evaluation and consideration for company management in formulating strategic policies to improve employee performance and service quality to the community.

LITERATURE REVIEW

Workload is a set of physical, mental, and social activities that include the volume of work and time norms that must be completed by a position holder or organizational unit in a certain period (Rohman & Ichsan, 2021; Rolos et al., 2018). The essence of the workload lies in the balance between the demands of the job and the competencies and abilities of employees. Imbalances in this aspect can trigger serious problems: too high a workload (overload) causes fatigue and stress, while too low a load (underload) causes boredom or boredom (Fransiska & Tupti, 2020).

The factors that affect workload are broadly classified into two main dimensions by Suwanto & Priansa (2016):

1. Physical Environment: Includes workspace ergonomics (facility layout), work design (methods and equipment), and environmental conditions such as lighting, noise levels, and adequate air circulation.

2. Psychic Environment: Includes social relationships in the organization, the supervisory system (achievement feedback), and the compatibility between the amount of responsibility given and the authority possessed.

The impact of disproportionate (excessive) workloads directly harms organizational effectiveness. Diana (2019) identified that workloads that exceed capacity can lead to a decrease in work quality due to loss of concentration, increased customer complaints due to non-standard results, and an increase in employee absenteeism caused by physical and mental health disorders.

To measure the amount of workload, Koesomowidjojo (2017) established three main indicators, namely:

1. Work Conditions: The level of understanding and mastery of the employee's work tools or machines.
2. Use of Working Time: The accuracy of the duration of task completion in accordance with *the Standard Operating Procedure* (SOP).
3. Target to Be Achieved: Compatibility between the volume of work and the set deadline.

The work environment is any condition or element around employees that significantly affects individuals in carrying out their duties and has an impact on the smooth operation of the company (Darmadi, 2020). A conducive work environment acts as a stimulant for performance improvement, where physical comfort and harmony of the work atmosphere create satisfaction that encourages employee loyalty and human resource cost efficiency (Warongan et al., 2022; Sihaloho et al., 2020).

The types of work environments are broadly classified into two categories (Nadzifah, 2019):

1. Physical Work Environment: All physical conditions found around the workplace, both directly related (desks, chairs, equipment) and intermediate environments (lighting, air temperature, noise, and color).
2. Non-Physical Work Environment: All conditions related to psychological aspects and social interactions, especially harmonious relationships between superiors, colleagues, and subordinates.

To measure the quality of the work environment, Soelistya et al. (2021) established several main indicators, namely:

1. Work Atmosphere: An overall condition on the job site that includes facilities, cleanliness, and tranquility.
2. Air Circulation: The availability of clean air and sufficient oxygen levels to support metabolism and concentration during work.
3. Noise Level: Control noise pollution so as not to interfere with focus and communication between employees.
4. Interpersonal Relationships: There is a harmonious, familial, and intrigue-free interaction between colleagues.
5. Availability of Facilities: The completeness and up-to-date of supporting equipment used to smooth the work process.

Job satisfaction is defined as an employee's emotional attitude and positive feelings towards their job after comparing the results received with initial expectations (Supranto, 2021; Hasibuan, 2023). Essentially, job satisfaction reflects the extent to which aspects of work such as wages, career opportunities, human relationships, and organizational structure are able to support the psychological and physical needs of employees (Edison et al., 2021).

The urgency of job satisfaction lies in its impact on organizational stability. According to Robbins (2020), satisfied employees tend to have high loyalty, longer working life, and better productivity. On the other dissatisfaction, which is often explained through *Relative Deprivation Theory*, can trigger high absenteeism, decreased work performance, and decisions to resign (*turnover*) (Prabu, 2020; Robbins, 2020).

The factors that affect job satisfaction are very diverse, but they are broadly divided into three main dimensions:

1. Financial Factors and Awards: Including a fair pay system, decent remuneration, and transparent promotion of positions (Hasibuan, 2023; Siagian, 2023).

2. Environmental and Occupational Factors: Include comfortable working conditions, adequate facilities, job security, and the nature of work that challenges creativity (Masram & Mu'ah, 2017).

3. Interpersonal Relationship Factor: Involves the quality of attentive supervision/leadership and social support from colleagues (Burt in As'ad, 2023).

A high level of job satisfaction is the result of the synergy between meeting individual expectations and conducive work environment conditions, which ultimately determines the company's success in achieving its goals.

Performance according to Nawawi (2022) is "Performance is said to be high if a work target can be completed at the right time or does not exceed the time limit provided". Performance becomes low if it is completed beyond the provided time limit or not completed at all. According to Hasibuan (2023) explained that "Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, seriousness and time". According to Hasibuan (2023) revealed that "Performance is a combination of three important factors, namely the ability and interest of a worker, the ability and acceptance of the explanation of the task delegation and the role and level of motivation of the worker". If the performance of each individual or employee is good, then it is hoped that the company's performance will also be good.

According to Bernardin & Russell (2023), several performance criteria can be used to measure employee performance, including:

1. Quality

2. Quantity

3. *Timeliness*

4. Cost *effectiveness*

5. Interpersonal *Impact*

RESEARCH METHODS

Research Design, Population, and Sampling Procedure

This study adopted a quantitative explanatory survey design to test the causal and mediating relationships among workload, work environment, job satisfaction, and employee performance. The target population comprised all permanent organic employees working across operational, technical distribution, customer service, and administrative divisions at the PT PLN (Persero) UP3 Pontianak office, totaling 85 employees. Because the population size was finite and below 100, a total sampling (census) technique was employed, inviting all 85 employees to participate in order to maximize statistical power and eliminate sampling error. Following structured questionnaire distribution and quality screening for completeness and response variance, 82 valid questionnaires were retained for final analysis, representing a high response rate of 96.47%.

Measurement Instruments

All constructs were measured using multi-item reflective scales adapted from established human resource management literature and contextualized to the electricity utility sector. Responses were recorded on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Prior to full deployment, the instrument underwent content validation by two academic experts in human resource management and a pilot test on 20 employees from an adjacent PLN service unit to verify item clarity.

Table 4 Operationalization of Research Variables and Measurement Instruments

Variable	Code	Core Dimensions / Indicators	Items	Adapted Source
Workload (Exogenous)	WL1–WL6	Work conditions & tool mastery, working time utilization (SOP compliance), target volume vs. deadline pressure, physical & cognitive strain.	6	Koesomowidjojo (2017); Rohman & Ichsan (2021)
Work Environment (Exogenous)	WE1–WE7	Physical workspace comfort, air circulation & lighting, noise control, digital/technical facility adequacy, interpersonal harmony, cross-unit communication.	7	Soelistya et al. (2021); Nadzifah (2019)
Job Satisfaction (Mediating)	JS1–JS6	Satisfaction with work content, reward–workload fairness, supervisory responsiveness, co-worker solidarity, career & organizational support.	6	Hasibuan (2023); Robbins & Judge (2020)
Employee Performance (Endogenous)	EP1–EP7	Work quality (accuracy), work quantity (output volume), SLA timeliness, resource/cost effectiveness, interpersonal service impact.	7	Bernardin & Russell (2023); Nawawi (2022)

Analytical Procedures and Statistical Assumptions

Data analysis was conducted in two stages using SPSS 27 for descriptive statistics and Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4 for measurement and structural model estimation. PLS-SEM was selected due to its robustness in handling complex mediation models with moderate sample sizes (N = 82) without requiring strict multivariate normality assumptions (Hair et al., 2022). First, the outer (measurement) model was evaluated for convergent validity (outer loadings >= 0.70; Average Variance Extracted [AVE] >= 0.50), internal consistency reliability (Cronbach's alpha >= 0.70; Composite Reliability [CR] >= 0.70), and discriminant validity using the Heterotrait–Monotrait (HTMT) ratio (< 0.85) and Fornell–Larcker criterion. Second, prior to structural estimation, lateral collinearity was assessed via Variance Inflation Factors (VIF < 3.3) to ensure freedom from common method bias and multicollinearity. Finally, path coefficients, coefficients of determination (R-squared), effect sizes (f-squared), and indirect mediation effects were tested using bias-corrected and accelerated (BCa) bootstrapping with 5,000 subsamples at a two-tailed significance level of 0.05.

RESULTS AND DISCUSSION

Respondent Demographic Profile and Descriptive Statistics

Among the 82 valid respondents at PT PLN (Persero) UP3 Pontianak, 68.29% (n = 56) were male and 31.71% (n = 26) were female, reflecting the technical-operational composition of electricity distribution units. In terms of age distribution, 24.39% (n = 20) were aged 25–30 years, 48.78% (n = 40) were aged 31–40 years, and 26.83% (n = 22) were above 40 years. Regarding tenure, 64.63% (n = 53) had served at PT PLN (Persero) for more than 5 years, indicating substantial institutional familiarity. Academically, 74.39% (n = 61) held a Bachelor's degree (S1), 17.07% (n = 14) held a Diploma (D3), and 8.54% (n = 7) held a Master's degree (S2).

Table 5 Descriptive Statistics, Construct Reliability, Convergent Validity, and VIF Diagnostics (N = 82)

Construct	Mean	SD	Loading Range	Cronbach's Alpha	Composite Reliability	AVE	Inner VIF (EP)
Workload (WL)	3.68	0.64	0.742–0.851	0.884	0.912	0.634	1.412
Work Environment (WE)	4.05	0.52	0.731–0.846	0.896	0.918	0.616	1.584
Job Satisfaction (JS)	3.84	0.58	0.758–0.862	0.891	0.917	0.649	1.931
Employee Performance (EP)	4.12	0.49	0.749–0.854	0.903	0.923	0.632	—

Descriptive results in Table 3 show that employee performance recorded the highest mean score (M = 4.12, SD = 0.49), followed by work environment (M = 4.05, SD = 0.52) and job satisfaction (M = 3.84, SD = 0.58), whereas workload exhibited a moderately high perceived intensity (M = 3.68, SD = 0.64). These empirical distributions corroborate the preliminary operational audit findings in Table 1.

Measurement Model Assessment (Validity, Reliability, and Collinearity)

As reported in Table 3, all 26 measurement items achieved standardized outer loadings between 0.731 and 0.862, exceeding the 0.70 threshold. Cronbach's alpha values ranged from 0.884 to 0.903 and Composite Reliability (CR) values ranged from 0.912 to 0.923, confirming strong internal consistency reliability. Average Variance Extracted (AVE) values for all constructs (0.616 to 0.649) surpassed the 0.50 benchmark, establishing convergent validity. Furthermore, discriminant validity was confirmed via the Heterotrait–Monotrait (HTMT) ratio (Table 4), with all inter-construct HTMT values falling well below the conservative 0.85 threshold, and the square root of each construct's AVE exceeding its correlations with other latent constructs. Inner Variance Inflation Factor (VIF) values ranged from 1.412 to 1.931 (below the 3.3 threshold), confirming that multicollinearity and common method bias did not distort the structural estimates.

Table 6 Discriminant Validity Assessment: Fornell–Larcker Criterion and HTMT Ratios

Construct	1. Workload (WL)	2. Work Environment (WE)	3. Job Satisfaction (JS)	4. Employee Performance (EP)
1. Workload (WL)	0.796	0.438	0.571	0.532
2. Work Environment (WE)	-0.394	0.785	0.689	0.664
3. Job Satisfaction (JS)	-0.533	0.621	0.806	0.738
4. Employee Performance (EP)	-0.491	0.598	0.674	0.795

Structural Model and Bootstrapped Mediation Analysis

The structural model demonstrated substantial explanatory power, accounting for 48.2% of the variance in job satisfaction (R-squared = 0.482, adjusted R-squared = 0.469) and 56.4% of the variance in employee performance (R-squared = 0.564, adjusted R-squared = 0.547). Blindfolding cross-validated redundancy yielded Stone–Geisser Q-squared values of 0.304 for job satisfaction and 0.348 for employee performance, confirming strong out-of-sample predictive relevance. Table 5 presents the path coefficients, effect sizes (f-squared), t-statistics, p-values, and 95% bias-corrected and accelerated (BCa) bootstrap confidence intervals.

Table 7 Structural Path Coefficients and Bootstrapped Mediation Results (5,000 Subsamples)

Hypothesis & Structural Path	Path Coeff. (β)	Std. Error	t-Statistic	p-Value	95% BCa CI	f-squared	Decision
H1: Workload -> Employee Performance	-0.248	0.098	2.540	0.011	[-0.436, -0.054]	0.100	Supported
H2: Work Environment -> Employee Performance	0.315	0.099	3.194	0.001	[0.121, 0.506]	0.144	Supported
H3: Workload -> Job Satisfaction	-0.342	0.093	3.681	<0.001	[-0.519, -0.156]	0.191	Supported

H4: Work Environment -> Job Satisfaction	0.486	0.090	5.412	<0.001	[0.304, 0.654]	0.386	Supported
H5: Job Satisfaction -> Employee Performance	0.389	0.095	4.105	<0.001	[0.201, 0.571]	0.180	Supported
H6: Workload -> Job Satisfaction -> Performance (Indirect)	-0.133	0.044	3.023	0.002	[-0.231, -0.058]	—	Supported (Partial)
H7: Work Environment -> Job Satisfaction -> Performance (Indirect)	0.189	0.053	3.566	<0.001	[0.094, 0.302]	—	Supported (Partial)

Impact of Workload on Performance

Workload is one of the important factors that affect the level of employee performance in an organization. According to Prasetyowati and Lestariningsih (2023), workload is a number of work demands that employees must complete within a certain time limit in accordance with the responsibilities given by the organization. A workload that is too high can cause physical and mental fatigue, resulting in a decrease in employee work quality. On the other hand, a workload that is in accordance with the employee's ability can encourage increased productivity and work effectiveness. In the context of human resource management, the right workload management is an important part of efforts to improve optimal employee performance.

Theoretically, the relationship between workload and performance can be explained through workload theory, which emphasizes that high job demands will affect an individual's ability to complete tasks effectively. Agustin et al (2023) explain that excessive workload can cause work stress, decreased concentration, and decrease employee motivation at work. This condition will have an impact on the low ability of employees to achieve organizational targets. Therefore, companies need to evaluate the distribution of work so that employees can work effectively without experiencing excessive work pressure.

The results of previous research show that workload has a significant influence on employee performance. Research conducted by Prasetyowati and Lestariningsih (2023) proves that workload has a negative and significant effect on employee performance. The study shows that the higher the level of workload received by employees, the more likely it is to decrease work productivity. An unbalanced workload causes employees to experience work fatigue so that the quality of work decreases. The results of this study reinforce that good workload management is needed to maintain the stability of employee performance in the organization.

Another study conducted by Paradipta and Winarno (2023) also states that workload has a significant influence on employee performance. In the study, it was explained that high job demands that are not balanced with adequate abilities and resources will cause employees to experience high work pressure. In addition, Kosim et al (2023) explained that a high workload can affect the psychological condition of employees, resulting in a decrease in job satisfaction and employee performance. The findings of the study show that workload is an important factor that organizations must pay attention to in improving the quality of human resources.

In the context of research on PT PLN (Persero) UP3 Pontianak, workload is a relevant factor to be studied because employees are required to be able to provide optimal electricity services to the community. The high customer service target, the resolution of power grid disruptions, and the company's operational demands have the potential to increase the level of employee workload. If these conditions are not balanced with good work management, it can cause work fatigue and reduce employee performance. Therefore, research on the influence of workload on employee performance at PT PLN (Persero) UP3 Pontianak is important to find out the extent to which workload affects the achievement of employee performance and becomes the basis for the preparation of more effective human resource management policies

The Influence of the Work Environment on Performance

The work environment is one of the important factors in human resource management that affects the level of employee performance. The work environment includes physical and non-physical conditions in the workplace, such as lighting, room temperature, work facilities, relationships between employees, organizational communication, and the work atmosphere created in the company. According to Rahmadani and Sampeliling

(2023), a comfortable and conducive work environment can increase employee morale, concentration, and productivity in completing work. On the other hand, a less supportive work environment can cause employees to feel uncomfortable, easily experience work stress, and have an impact on declining performance quality. Therefore, organizations need to create a safe, comfortable, and harmonious work environment to support the achievement of company goals.

The results of previous research show that the work environment has a significant influence on employee performance. Research conducted by Hantoro and Kurniawati (2023) states that the work environment has a positive and significant effect on employee performance. The study explains that a good work environment can increase employee comfort at work so that employees can complete tasks more effectively and efficiently. In addition, Amelia and Ratnawili's (2023) research also proves that a supportive work environment will increase employee motivation and job satisfaction, which ultimately has an impact on improving performance. These findings show that the quality of the work environment is one of the strategic factors in increasing the productivity of human resources in the organization.

In the context of research on PT PLN (Persero) UP3 Pontianak, the work environment is an important factor to consider because employees work in high public service demands. Good work environment conditions, such as the availability of adequate work facilities, harmonious working relationships, effective communication, and a comfortable working atmosphere will help employees improve the quality of service to customers. On the other hand, a work environment that is not conducive can cause work discomfort and reduce employee morale in completing tasks. Therefore, research on the influence of the work environment on employee performance at PT PLN (Persero) UP3 Pontianak is important to find out the extent to which the work environment can affect the improvement of employee performance and support the effectiveness of company services.

Effect of Workload on Job Satisfaction

Workload is one of the factors that can affect the level of employee job satisfaction in an organization. From a human resource management perspective, job satisfaction reflects employees' feelings of pleasure or displeasure with the work being carried out. The high workload that employees receive often causes work pressure, physical and mental fatigue, and decreased comfort at work. According to Kosim, et al (2023), a workload that is too high can affect the psychological condition of employees, resulting in a decrease in job satisfaction. On the other hand, a workload that is in accordance with the employee's ability will make employees feel more comfortable and able to complete work optimally. Therefore, companies need to pay attention to the balance of workload so that employees still have a good level of job satisfaction.

The results of previous research show that workload has a significant influence on employee job satisfaction. Research conducted by Tufaila and Santoso (2021) on employees of PT PLN (Persero) UP3 Bojonegoro stated that workload affects employee job satisfaction. The study explains that employees who receive excessive workload tend to experience work pressure which has an impact on low job satisfaction. In addition, research by Tini Agustin, et al. (2023) also proves that a high workload can cause employees to experience work stress and fatigue so that job satisfaction decreases. These findings show that proper workload management is an important factor in increasing employee job satisfaction in the organization.

In the context of research on PT PLN (Persero) UP3 Pontianak, workload is a relevant factor because employees are required to be able to provide electricity services quickly, precisely, and sustainably to the community. The high demands for customer service, the resolution of power grid disruptions, and the company's operational targets can increase the work pressure felt by employees. If these conditions are not balanced with a proportionate division of labor and adequate organizational support, it can reduce the level of employee job satisfaction. Therefore, research on the influence of workload on job satisfaction is important to find out the extent to which the level of workload affects employee job satisfaction at PT PLN (Persero) UP3 Pontianak as an effort to improve the quality of human resources and the company's work effectiveness.

The Influence of the Work Environment on Job Satisfaction

The work environment is one of the important factors that affect the level of employee job satisfaction in an organization. The work environment includes the physical and non-physical conditions that employees feel while carrying out their work, such as work facilities, lighting, security, relationships between employees, organizational communication, and the overall work atmosphere. According to Rahmadani and Sampeliling (2023), a comfortable and conducive work environment is able to create a sense of security and increase employee morale at work so that employees feel more satisfied with their work. On the other hand, a less supportive work environment can cause discomfort, work stress, and lower employee job satisfaction levels. Therefore, organizations need to create a good work environment to support the creation of optimal employee job satisfaction.

The results of previous research show that the work environment has a significant influence on employee job satisfaction. Research conducted by Amelia and Ratnawili (2023) proves that the work environment has a positive effect on employee job satisfaction. The study explains that a comfortable work environment, harmonious working relationships, and the availability of adequate work facilities can increase employee satisfaction with their work. In addition, research by Hantoro and Kurniawati (2023) also states that a good work environment is able to increase employee motivation and work comfort so that employee job satisfaction is higher. These findings show that the quality of the work environment is one of the strategic factors in increasing employee job satisfaction in the organization.

In the context of research on PT PLN (Persero) UP3 Pontianak, the work environment is an important aspect because employees are required to work professionally in providing electricity services to the community. Good work environment conditions, such as the availability of adequate work facilities, harmonious working relationships, effective communication, and a comfortable working atmosphere will help employees feel more satisfied in carrying out their work. On the other hand, if the work environment is not conducive, it can cause work discomfort that has an impact on decreasing employee job satisfaction. Therefore, research on the influence of the work environment on job satisfaction at PT PLN (Persero) UP3 Pontianak is important to find out the extent to which the work environment is able to affect the level of employee job satisfaction as an effort to improve the quality of the company's human resources.

The Effect of Job Satisfaction on Performance

Job satisfaction is one of the important factors in human resource management that affects the level of employee performance. Job satisfaction describes employees' positive feelings towards the work carried out, both from the aspects of the work itself, work relationships, awards, and the organizational environment. Employees who have a high level of job satisfaction tend to have better work morale, loyalty, and responsibility in completing their work. According to Amelia and Ratnawili (2023), job satisfaction has a positive effect on improving employee performance because employees who feel satisfied with their work will work more optimally in achieving organizational goals. On the other hand, low job satisfaction can lead to a decrease in employee motivation and work productivity.

The results of previous research show that job satisfaction has a significant influence on employee performance. Research conducted by Tufaila and Santoso (2021) on employees of PT PLN (Persero) UP3 Bojonegoro proves that job satisfaction has a positive and significant effect on employee performance. The study explains that employees who feel satisfied with their work tend to be able to work more effectively and have a high commitment to the organization. In addition, Kosim et al's (2023) research also states that job satisfaction can improve the quality of employee performance because employees feel comfortable and motivated in carrying out their duties. These findings show that job satisfaction is a strategic factor in increasing the productivity of human resources in the organization.

In the context of research on PT PLN (Persero) UP3 Pontianak, job satisfaction is an important factor that needs to be considered because employees have a great responsibility in providing electricity services to the community. Employees who are satisfied with their work, work facilities, work relationships, and organizational

support will have higher motivation to complete work optimally. On the other hand, low job satisfaction can lead to a decrease in employee morale, discipline, and service quality. Therefore, research on the effect of job satisfaction on employee performance at PT PLN (Persero) UP3 Pontianak is important to find out the extent to which job satisfaction is able to improve employee performance as an effort to support service effectiveness and the achievement of company goals.

The Effect of Workload on Performance Through Job Satisfaction

Workload is one of the factors that can affect employee performance both directly and indirectly through job satisfaction as a mediation variable. In human resource management, a workload that is too high can cause employees to experience work pressure, fatigue, and decreased comfort at work, resulting in low job satisfaction. This condition will ultimately affect employees' ability to achieve targets and produce optimal performance. According to Azhar, et al (2023), a high workload can reduce employee job satisfaction, resulting in a decrease in employee performance. The study emphasizes that job satisfaction has an important role in bridging the relationship between workload and employee performance.

Another study conducted by Dewi and Kurniawan (2023) also shows that job satisfaction can play a mediating variable in the relationship between workload and employee performance. The study explains that workload that is not in accordance with employee abilities can cause job dissatisfaction so that employees become less than optimal in completing their tasks and responsibilities. On the other hand, if employees feel satisfied with their work, they will still be able to maintain work quality and productivity despite facing high job demands. The results of this study reinforce that job satisfaction is a very important psychological factor in improving employee performance in the organization.

In the context of research on PT PLN (Persero) UP3 Pontianak, the relationship between workload, job satisfaction, and employee performance is relevant to be researched because employees have a great responsibility in providing electricity services to the community. The high customer service targets, handling power grid disruptions, and the company's operational demands have the potential to increase employee workload. If these conditions are not balanced with good work management and increased employee job satisfaction, it can have an impact on declining the quality of employee performance. Therefore, research on the effect of workload on performance through job satisfaction is important to find out the extent to which job satisfaction is able to mediate the relationship so that it can be the basis for the preparation of more effective human resource management policies at PT PLN (Persero) UP3 Pontianak.

The Influence of the Work Environment on Performance Through Job Satisfaction

The work environment is one of the important factors that can affect employee performance both directly and through job satisfaction as a mediation variable. A conducive work environment will create a sense of comfort, security, and support employees in carrying out their work optimally. On the other hand, a poor work environment can cause employees to feel uncomfortable, experience work pressure, and reduce job satisfaction, which ultimately has an impact on low employee performance. According to Sulistyani, et al (2023), a good work environment is able to increase employee job satisfaction, which has an impact on improving employee performance. The study explains that job satisfaction has an important role in mediating the relationship between the work environment and employee performance in the organization.

Another study conducted by Bengkiuk, et al (2026) on employees of PT PLN (Persero) ULP Oesao shows that the work environment has a positive effect on job satisfaction and employee performance. The study explains that the availability of adequate work facilities, harmonious working relationships, and a comfortable work atmosphere can increase employee satisfaction with their work so that employees are more motivated to improve work quality. These findings reinforce that job satisfaction is a factor that is able to bridge the influence of the work environment on improving employee performance.

In the context of research on PT PLN (Persero) UP3 Pontianak, the work environment is an important factor to consider because employees are required to be able to provide electricity services quickly and professionally to the community. A comfortable work environment, harmonious working relationships, effective communication,

and adequate work facility support will increase employee job satisfaction so that employees are able to work more optimally in achieving the company's targets. On the other hand, if the work environment is less conducive, it can cause a decrease in job satisfaction and have an impact on low employee performance. Therefore, research on the influence of the work environment on performance through job satisfaction is important to find out the extent to which job satisfaction is able to mediate the relationship as a basis for improving the quality of human resources at PT PLN (Persero) UP3 Pontianak.

CONCLUSION

Based on the research, the following conclusions can be drawn.

1. Workload affects employee performance, where a workload that is too high can reduce employee productivity, effectiveness, and work quality.
2. The work environment has a positive effect on employee performance, because a comfortable and conducive work environment is able to increase work morale and productivity.
3. Workload affects job satisfaction, where excessive workload can cause work stress and reduce employee satisfaction levels.
4. The work environment has a positive effect on job satisfaction, because a good work atmosphere can increase employee comfort and satisfaction at work.
5. Job satisfaction has a positive effect on employee performance, where employees who feel satisfied with their work tend to have more optimal performance.
6. Job satisfaction is able to mediate the influence of workload on employee performance, so that good workload management can increase employee satisfaction and performance.
7. Job satisfaction is able to mediate the influence of the work environment on employee performance, where a conducive work environment can increase satisfaction and have an impact on improving employee performance.

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