

WORK ENVIRONMENT: UNVEILING JOB SATISFACTION THROUGH WORK STRESS AMONG HONORARY EMPLOYEES IN OFFICES OF EDUCATION



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Abstract

Enhancing employee productivity is primarily dependent on job satisfaction. Multiple studies have investigated elements that contribute to employee job satisfaction, such as the work environment. Nevertheless, prior research findings have displayed a lack of consistency, leading to current debates within the academic community. Researchers hypothesize that additional elements may influence the correlation between the work environment and job satisfaction, thus necessitating further analysis. A correlational method was utilized to collect data from a sample of 149 honorary employees. The data were evaluated using structural equation modeling (SEM) with the assistance of SmartPLS 3.0. The findings indicated the following: (1) a strong and statistically significant correlation exists between the Work Environment and employee Job Satisfaction; (2) there is also a positive and significant correlation between Job Stress and employee Job Satisfaction; (3) a positive and significant correlation was observed between the Work Environment and employee Work Stress; (4) Work stress plays a mediating role in positively and significantly influencing the relationship between the work environment and the job satisfaction of honorary employees. This study enhances the existing body of knowledge by providing fresh empirical evidence on the correlation between work environment and job satisfaction, with job stress acting as a mediator.

Keywords: Work Environment, Job Stress, Job Satisfaction, Honorary Employee

INTRODUCTION

Human resources are one of an institution's most important and inseparable factors. Today, new ideas have emerged that view employees as valuable assets that need to be developed and managed, in addition to being a resource for an institution (Sultanto et al., 2023). An institution needs competent human resources who can assist it in fulfilling its obligations to the larger institution, to achieve institutional excellence and goals. This requires workers to complete tasks and behave in ways expected by the institution (Nurjanah et al., 2020). Therefore, job satisfaction continues to be a significant criterion that leaders prioritize in their employees to ensure the productivity and success of the agency (Baroudi et al., 2022).

Increased productivity, the development of creativity and invention, a decrease in the urge to quit work, a strengthening of agency loyalty, and a reduction in work burnout are all influenced by job satisfaction (Mgaiwa, 2021). Leaders have come to understand that happy workers perform better than disgruntled workers, which helps to improve the reputation of the organization (Belias et al., 2022; Inayat & Jahanzeb Khan, 2021). Psychological satisfaction from professional activity acts as a motivator and aids in employees' adaptation to changes in the workplace (Al-Zoubi & Al- Tkhayneh, 2019). Numerous studies conducted worldwide in the last several decades have evaluated the connection between employee work settings and job satisfaction (Mgaiwa, 2021). There is a great interest in this topic of study, as evidenced by the number of scholars looking at these two variables.

Although empirical studies have shown contradictory results about this relationship, previous researchers have undertaken substantial research on the relationship between the work environment and job satisfaction. The work environment and job satisfaction are strongly and meaningfully correlated, according to several research findings (Frye et al., 2020; M. Kim et al., 2023; Suifan, 2019; Sunarsi, 2020; Yusuf et al., 2022; Zakariya, 2020). There is no relationship between job satisfaction and the work environment, according to several previous research findings (Andriani et al., 2021; Erlangga et al., 2021; Istiana et al., 2022; Sriadmitum et al., 2023). As a result, the study's conclusions have generated a great deal of debate and deep questions.

Two of the biggest obstacles to job satisfaction are the workplace and stress at work (Bhanu & Sai Babu, 2018). This suggests that an employee's level of job satisfaction may be impacted by job stress. Stress at work can affect everybody, and the effects differ widely from person to person. A similar level of stress can be beneficial, encourage hard effort, and increase productivity for one person, but it can also be deadly and less beneficial for another. The workplace is one place where stress can be reduced or controlled. Stress levels will decrease if interactions with the surroundings are seamless; on the other hand, if the workplace is not seamless, workload and stress levels will rise (Nitisemito 1992). Workplace stress and task success as well as task completion are correlated. Organizations have to recognize that managing work stress is essential to accomplishing their goals and making sure that activities are completed correctly and on schedule. Work stress Employees' physiological and psychological reactions to the demands or wishes of the organization are reflected in work stress. Luthan (2006) asserts that work-related stress is a factor that can interfere with people's lives and exert pressure on output and the work environment.

Based on the above constellation, researchers are eager to carry out in-depth research to close the gap left by this study, which evaluated the relationship between job satisfaction and the work environment of employees. This study adds work stress to the list of variables that need to be investigated. As a result, the current investigation raises the research questions as follows:

1. How does the work environment relate to honorary employees' job satisfaction?
2. How does job stress relate to job satisfaction for honorary employees?
3. How does the work environment relate to the work stress of honorary employees?
4. How does work stress mediate the relationship between the work environment and the job satisfaction?

REVIEW OF LITERATURE

Effect of Work Environment, Work Stress, and Job Satisfaction

Work environment refers to conditions and situations around employees that can affect employee work (Pawirosumarto et al., 2017; Purwanto, 2021). The work environment increases employee interest in work, increases productivity, and fosters innovative work

behavior (Kundu & Lata, 2017). Donley (2021) states that the work environment is a place where individuals collaborate to achieve goals. The psychological and social dimensions of an individual influence their reaction and behavior, which in turn shapes the environmental support for subsequent actions. Meanwhile, Yeh & Huan (2017) stated that the work environment includes social support in an organization, availability of resources, freedom, and regulations. Furthermore, Akob et al. (2020) explain that the work environment includes a complete set of tools encountered, the immediate environment in which an individual operates, the approach taken to work, and the impact of their efforts on individuals and groups. Thus, it can be concluded that the work environment refers to the complexity of conditions that affect work, including social, mental, and physical rules and conditions themselves.

Job satisfaction refers to work-related behavior, influencing various work attitudes and leading to positive organizational behavior (T. K. Wang & Brower, 2018). Employees who are satisfied with their work feel happy about their work. Studies show that the work environment can provide a sense of job satisfaction to employees (Basalamah & As'ad, 2021). Therefore, this study argues that a good and comfortable work environment may provide job satisfaction for employees compared to others. Thus, it is hypothesized that:

H1: There relationship between the work environment with job satisfaction

Stress at work is a psychological condition that affects feelings and thinking. The mismatch between job requirements and resources would exacerbate workplace stress and negative and dissatisfied feelings (Irawanto et al., 2021). Employees who encounter stress at work may develop burnout, according to research by Barelo et al. (2020) and (Choi et al., 2019). Mansour & Tremblay (2018) have noted that sentiments of irritation and exhaustion are indicative of burnout. Low organizational commitment, job unhappiness, and an increased risk of resignation are among the responses linked to these unfavorable results (Lu & GURSOY, 2016; Uchmanowicz et al., 2020). People often experience stress when they are working on a task (Muis et al., 2021).

According to Y.-Y. Hsu et al. (2019), that job stress is a significant predictor of job satisfaction and has a significant impact on it. As proposed by M.-C. Chao et al. (2015),

several findings from the M.-C. study demonstrate that job stress negatively affects job satisfaction. The study proposed the following hypotheses:

H2: There is a relationship between work stress with job satisfaction.

Productivity and attitude both rise in a supportive work environment. Things like leadership support, a strong peer group dynamic, and cognitive evaluation influence employee views. When employees are ready to go above and beyond the call of duty, they perform at a high level. Higher output correlates with a positive work atmosphere (Sharma & Sharma, 2021). For employees to have less stress or anxiety at work, the ideal work environment would give them enough resources to meet their needs and keep those needs relatively low. However, the real workplace frequently provides workers with job resources that fall short of expectations (Zhang et al., 2022).

The work environment supports the creation of work stress (Jäppinen et al., 2021). The work environment increases employee interest in work, increases productivity, and fosters innovative work behavior (Kundu & Lata, 2017). In short, a supportive work environment can reduce work stress. However, a toxic environment can increase employee work stress. Thus, this study put forward the following hypotheses:

H3: There is a relationship between work environment with work stress.

The Effect of the Work Environment on Job Satisfaction Mediates Work Stress

Work fatigue is positively related to work stress (Wu et al., 2021). Work stress is a psychological response to environmental forces that cause tension, due to perceived threats and the inability to handle them (Dodanwala & Santoso, 2022). Work stress plays a role in the emergence of conflicts, frequent downsizing, reduced benefits, overtime demands, and merger activities. It can also result from uncomfortable work environments, job conflicts, and working conditions. Stress can negatively impact employee health, and improving working conditions can help reduce it (Aruldoss et al., 2021). Work stress is believed to impact organizational commitment, but the relationship is inconsistent and incomplete. Burnout can negatively affect organizational commitment, but high job demands and resources can also contribute to a positive work attitude (P. Wang et al., 2020).

The work environment, or psychological climate, refers to the physical and psychological place where individuals collaborate to carry out their tasks and achieve desired

results (Donley, 2021). Research on workplace learning combines environmental factors with individual factors, highlighting the importance of collegial feedback, task variety, and access to knowledge (Puhakka et al., 2021). The work environment is a key predictor of job satisfaction (Frye et al., 2020). In contrast to the results of the research, Istiana et al. (2022) stated that the work environment does not affect job satisfaction. This implies that there is a debate surrounding the research results, raising significant. Therefore, another predictor is required to mediate this relationship effectively. There is a dearth of literature that identifies this relationship between occupational stress and remediation of stress. Therefore, this study proposes the following hypothesis:

H4: Work stress positively mediates the relationship between the work environment with job satisfaction.

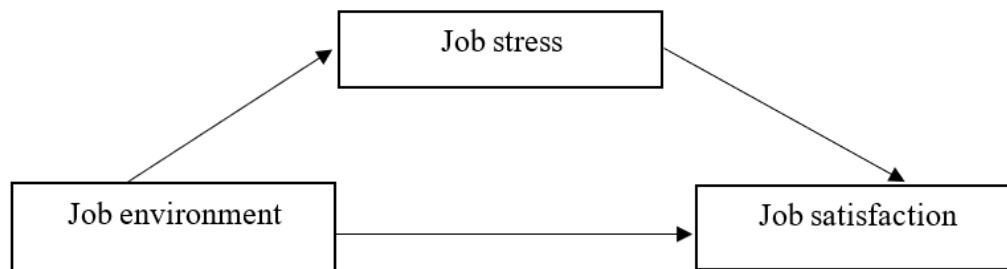


Figure 1.
Research Model

RESEARCH METHOD

This study applied a correlational method to its quantitative approaches. This method treats work stress as a moderating variable, job satisfaction as a dependent variable, and work environment variables as independent variables.

Population and Sample

The population under research consists of honorary employees of the Education Office of Deli Serdang Regency, North Sumatera. The term "sample" refers to a representative sample of the population under study. Convenience sampling was the method of choice for this investigation. Convenience sampling gathers information from individuals in the population who have all agreed to provide it. Regarding the data collection results, 149 respondents were open to sharing information that was pertinent to the research. We display the demographic information of the respondents in the following format:

Table 1.
Respondent Demographic Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	55	36.9	36.9	36.9
	Female	94	63.1	63.1	100.0
	Total	149	100.0	100.0	
Working Parts	General	34	22.8	22.8	22.8
	GTK	7	4.7	4.7	27.5
	Security	1	.7	.7	28.2
	Administration	1	.7	.7	28.9
	ECCE and PNF	14	9.4	9.4	38.3
	Finance	19	12.8	12.8	51.0
	Boss Field	9	6.0	6.0	57.0
	Education	6	4.0	4.0	61.1
	PTK	2	1.3	1.3	62.4
	Coaching	1	.7	.7	63.1
	Infrastructure	5	3.4	3.4	66.4
	Curriculum	6	4.0	4.0	70.5
	Student Affairs	1	.7	.7	71.1
	Program	1	.7	.7	71.8
	Korwilcam	42	28.2	28.2	100.0
Total	149	100.0	100.0		
Recent Education	Senior high schools	29	19.5	19.5	19.5
	Vocational secondary school	2	1.3	1.3	20.8
	Associate Degree	2	1.3	1.3	22.1
	Bachelor's	115	77.2	77.2	99.3
	Magister	1	.7	.7	100.0
	Total	149	100.0	100.0	

Data Collection

This study used an adaptation of the Özpehlivan & Acar (2016) job satisfaction scale. The working circumstances, management capabilities, coworkers, external environment, advancement, and remuneration are the six dimensions that make up this measure. The scale

is composed of thirty items. This study modified the work environment scale from Janczewski et al. (2021). It has three dimensions: three items for the cohesive group, three items for leadership support, and three things for organizational fairness. According to Guimarães de Mello Alves et al. (2004), the occupational stress scale used in this study was modified. This scale has three dimensions: demands, which have five items; support, which has six; and control, which has six. There are seventeen items on the scale. We measured these scales using the Linkert scale, which ranges from extremely disagree (1) to strongly agree (5).

Data Analysis

This study uses Structural Equation Modeling (SEM) with a second-order test for data analysis. Researchers first tested the dimensions of the research variable to prepare for a second-order test. After identifying the outer loading, the researcher performs a second-order test in addition to construct validity and discriminant validity assessments. Researchers will use SmartPLS 3 to examine this data.

RESULTS AND DISCUSSION

First Stage: Test First Order

Outer Loading Test

The "outer loadings" table displays loading factors and the degree of correlation between indicators and latent variables. Hair et al. (2022) state that we must exclude an item if its loading factor value is less than 0.5. Numerous investigations have employed this idea (Akrim et al., 2021). On the outside loading test, we were able to acquire the following results:

Table 2.
Results of Outer Loading First Order

Item	Outer loading
DK1	0,902
DK2	0,828
DK3	0,785
Duk3	0,886
Duk4	0,854
Duk5	0,883

Duk6	0,870
GJ1	0,909
GJ3	0,859
GJ5	0,688
KK1	0,740
KK2	0,887
KK3	0,905
KO1	0,875
KO2	0,919
KO3	0,819
Kema2	0,821
Kema3	0,913
Kema4	0,867
Kema5	0,834
Koker1	0,755
Koker2	0,836
Koker3	0,893
Koker4	0,847
Koker5	0,734
Kon1	0,808
Kon2	0,724
Kon3	0,817
Kon4	0,806
Kon5	0,821
LE2	0,783
LE4	0,806
LE5	0,871
Pro1	0,765
Pro4	0,841
Pro5	0,867
Reker1	0,863
Reker3	0,863
Reker5	0,853
Tun2	0,747
Tun3	0,823
Tun4	0,819
Tun5	0,749

Note: DK = (leadership support); DUK= (support); GJ= (salary); KK= (cohesion group); KO= (organizational justice); Kema= (management capabilities); Koker= (Working conditions); Kon= (control); LE= (external environment); Pro= (promotion); Reker= (co-workers); Tun= (demands)

Despite the need to delete some items like Tun1, Kon6, Duk1, Duk2, Kema, Reker2, Reker4, LE1, LE3, Pro2, Pro3, GJ2, and GJ 4, the outer loading results validate the legitimate association between indicators and latent variables. These entries have erroneous values that suggest collinearity, so we must eliminate them. The figure below illustrates the results of the outer loading.

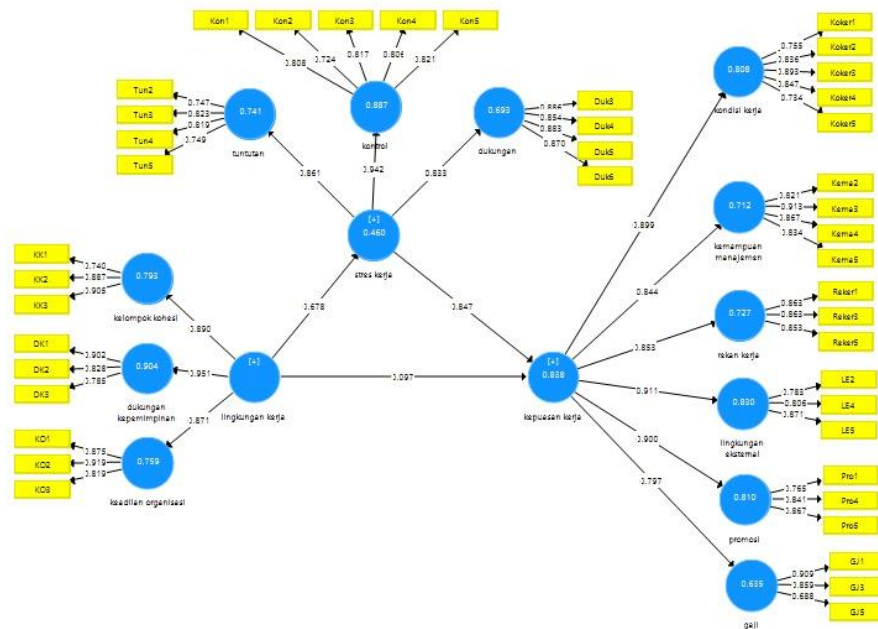


Figure 2.

Construct Reliability and Validity

According to Cronbach, alpha and composite reliability (CR) values should be 0.7. The table below shows the results of the validity and reliability of the researcher's construct, even if the minimum advised AVE value is 0.50.

Table 3.
 Results of Construct Validity and Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Support	0,896	0,928	0,763

Leadership Support	0,789	0,877	0,705
Salary	0,764	0,862	0,679
Organizational Justice	0,843	0,905	0,761
Group Cohesion	0,803	0,883	0,718
Management Capabilities	0,881	0,919	0,739
Working Conditions	0,872	0,908	0,664
Control	0,855	0,896	0,633
External Environment	0,757	0,861	0,674
Promotion	0,766	0,865	0,682
Co-Workers	0,824	0,895	0,739
Demands	0,793	0,865	0,617

The above table validates all aspects of construct validity and reliability. With Cronbach's alpha of 0.896, composite reliability of 0.928, and AVE of 0.763, the support dimension has the highest dependability value. Out of all the variables in this study, the demand dimension has the lowest AVE value (0.617), and the external environment dimension has the lowest composite reliability (0.861) and Cronbach's alpha (0.757).

Discriminant Validity

If the correlation between each variable and the other variables is smaller than the $\sqrt{\text{AVE}}$ value of each variable, then discriminant validity is good. To verify the discriminant validity of SmartPLS, this paper discusses the Fornell-Lacker criterion, which evaluates the correlation between variables with $\sqrt{\text{AVE}}$. Table 7 displays the outcome of the Fornell-Lacker criterion SmartPLS, along with the AVE value.

Discriminant validity results indicate that the value of $\sqrt{\text{AVE}}$ in the support dimension is higher than the corrective value (0.873). The dimension of leadership support has a $\sqrt{\text{AVE}}$ value of 0.840. In terms of compensation, the $\sqrt{\text{AVE}}$ value is 0.824. In terms of organizational fairness, the $\sqrt{\text{AVE}}$ value is 0.872. 0.847 is the value of $\sqrt{\text{AVE}}$ in the cohesiveness group dimension. In terms of management capability, $\sqrt{\text{AVE}}$ has a rating of 0.859. On the dimension of working conditions, $\sqrt{\text{AVE}}$ has a value of 0.815. In the control dimension, the value of $\sqrt{\text{AVE}}$ is 0.796. In the dimension of the external environment, $\sqrt{\text{AVE}}$ has a value of

0.821 in the external environment dimension. In the promotion dimension, the value of \sqrt{AVE} is 0.826. In the coworker dimension, 0.860 is the \sqrt{AVE} value. In the demand dimension, the value of \sqrt{AVE} is 0.785. As a result, there is no collinearity, and all first-order dimensions exhibit discriminant validity.

Table 4.
Discriminant Validity Result

	Support	Leadership support	Salary	Organizational justice	Group kohesi	Management capabilities	Working conditions	Control	External environment	Promotion	Co-workers	Demands
Support	0.873											
Leadership support	0.655	0.840										
Salary	0.647	0.455	0.824									
Organizational fairness	0.665	0.753	0.314	0.872								
Group kohesi	0.638	0.825	0.505	0.600	0.847							
Management capabilities	0.715	0.689	0.670	0.595	0.668	0.859						
Working conditions	0.691	0.604	0.668	0.561	0.553	0.812	0.815					
Control	0.672	0.435	0.656	0.507	0.440	0.677	0.770	0.796				
External environment	0.743	0.524	0.666	0.575	0.496	0.717	0.769	0.717	0.821			
Promotion	0.695	0.427	0.770	0.523	0.426	0.647	0.737	0.793	0.790	0.826		
Co workers	0.720	0.550	0.493	0.768	0.433	0.706	0.713	0.673	0.802	0.746	0.860	
Demands	0.580	0.558	0.640	0.513	0.493	0.627	0.569	0.782	0.639	0.674	0.592	0.785

Second Stage: Test Second Order

Outer Loading Test

For a proper outer loading value to be obtained, the outer loading result on the second order needs to be greater than 0.8 (> 0.8) in comparison to the first order. The table below displays the study's exterior loading findings.

Table 5.
Results of the Second-Order Outer Loading Test

	Outer loading
Support	0,862
Leadership Support	0,950
Salary	0,810
Organizational Fairness	0,873
Group Cohesion	0,889
Management Capabilities	0,870
Working Conditions	0,898
Control	0,918
External Environment	0,908
Promotion	0,896
Co-Workers	0,854
Demands	0,877

The outer loading value of 0.8 indicates that all dimensions of the study are legitimate categories, as shown in the previous table. Looking closer reveals that the leadership support dimension has the highest outer loading value, with an outer loading value of 0.950. With an

outer loading value of 0.918, the control dimension has the second-highest outer loading value. With an outer loading value of 0.810, the wage dimension has the lowest outer loading value. Therefore, this outer loading result satisfies the next step.

Discriminant Validity

First-order discriminant validity testing differs from second-order discriminant validity testing in that the VIF value must be less than 5 (< 5). The table below shows the results of the second-order discriminant validity test.

Table 6.
Results of the Discriminant Validity Test for Second Orders

	VIF
Support	1,850
Leadership Support	4,657
Salary	3,517
Organizational Fairness	2,320
Group Cohesion	3,148
Management Capabilities	3,872
Working Conditions	4,037
Control	3,165
External Environment	4,293
Promotion	4,932
Co-Workers	4,196
Demands	2,612

The discriminant validity test results above demonstrate that the VIF score is less than 5 (< 5), indicating that the values derived from the dimensions correspond to a legitimate category. As a result, the second-order discriminant validity results satisfy the prerequisites for the following phase.

Table 7.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Support ← Work Stress	0,412	0,413	0,020	20,826	0,000
Leadership Support ← Work Environment	0,371	0,371	0,013	28,342	0,000
Salary ← Job Satisfaction	0,177	0,177	0,009	19,740	0,000

Organizational Fairness ← Work Environment	0,381	0,380	0,017	22,502	0,000
Group Cohesion ← Work Environment	0,353	0,354	0,014	25,021	0,000
Management Capabilities ← Job Satisfaction	0,194	0,194	0,008	23,194	0,000
Working Conditions ← Job Satisfaction	0,192	0,192	0,008	24,856	0,000
Control ← Work Stress	0,367	0,368	0,012	31,359	0,000
External Environment ← Job Satisfaction	0,196	0,195	0,009	20,928	0,000
Promotion ← Job Satisfaction	0,197	0,197	0,008	25,299	0,000
Co-Workers ← Job Satisfaction	0,189	0,188	0,008	24,149	0,000
Demands ← Work Stress	0,351	0,350	0,015	23,126	0,000

In the outer weight evaluation, it is necessary to check whether the dimensions are significant or not. If the results show significance then the dimensions need to be maintained. However, if the dimensions are not significant, double-check the outer loading value must be above 0.5. If the dimensions are above 0.5, then the dimensions are retained. If the outer weight and outer loading are insignificant then there is no evidence to show that those dimensions need to be maintained.

Based on the results of the study show that the p-value is significant ($0.000 < 0.05$) so the dimension needs to be maintained.

Test the Hypothesis

Direct Effect

The work environment and job satisfaction have a positive and significant link ($0.016 < 0.05$), as shown in Table 11. Moreover, a strong and positive correlation ($0.000 < 0.05$) was found between work environment and work stress. Furthermore, a significant and positive correlation ($0.000 < 0.05$) has been observed between job satisfaction and job stress. The study's findings thus support H1, H2, and H3.

Indirect Effect

The work environment and job satisfaction have a positive and substantial association that is mediated by job stress, as Table 11 demonstrates ($0.000 < 0.05$). Thus, H4 as a whole is supported by the study's results.

Table 8.
Results of Hypothesis Testing

Direct Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Environment → Job Satisfaction	0,143	0,146	0,066	2,151	0,016
Work Environment → Work Stress	0,688	0,691	0,053	12,876	0,000
Work Stress → Job Satisfaction	0,784	0,782	0,057	13,765	0,000
Indirect effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work environment → work stress → Job satisfaction	0,539	0,539	0,049	11,067	0,000

In determining the degree of influence, this study uses predictive relevance as suggested by (Hair et al., 2022, pp. 178–180) using Construct Cross validated Redundancy where:

1. If the value is $0.02 \leq Q^2 < 0.15$ then the predictive relevance is small
2. If the value is $0.15 \leq Q^2 < 0.35$ then the predictive relevance is medium
3. If the value of $Q^2 \geq 0.35$ then the predictive relevance is high

The study's findings showed that the environment's influence on work satisfaction has a predictive relevance of 0.597. The work environment and work stress impact job satisfaction, but their predictive relevance is only 0.360. According to the findings, the predictive relevance (Q^2) score is ≥ 0.35 , indicating a significant level of influence based on the high category predictive relevance value.

Table 9.
Predictive Relevance Value

	SSO	SSE	Q ² (=1-SSE/SSO)
Job Satisfaction	894,000	360,580	0,597
Work Environment	447,000	447,000	
Work Stress	447,000	286,299	0,360

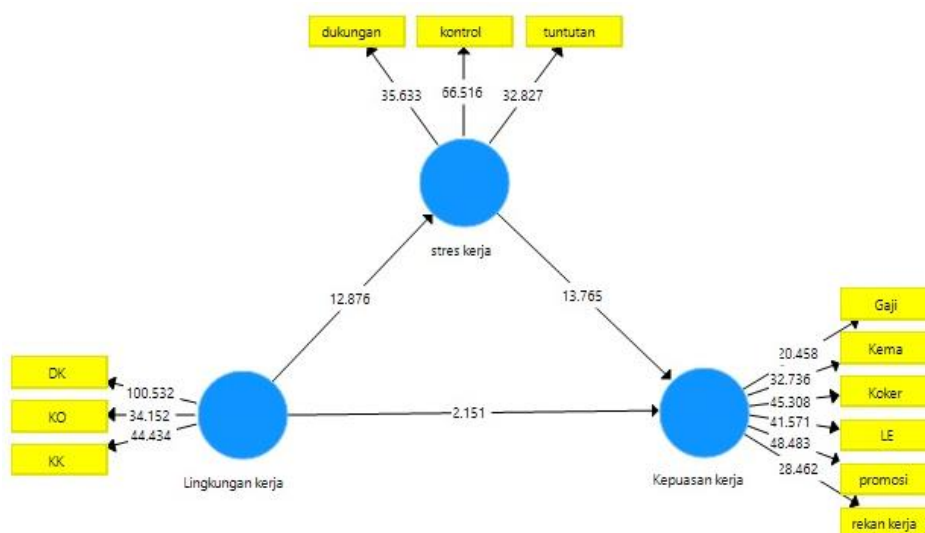


Figure 3.
Whole Structural Model

Model of Fit

This model fit test is how we find out if a model fits the data. If the Normal Fit Index (NFI) score approaches 1 (indicating a better-built model) or if the Standardized Root Mean Square Residual (SRMR) value is less than 0.1, the fit model fulfills its test criteria. The table below displays the results of the model-fit test.

Table 10.
Test Results Determine the Model of Fit

	Saturated Model	Estimated Model
SRMR	0,080	0,080
d_ ULS	0,502	0,502
d_ G	0,611	0,611
Chi-Square	484,105	484,105
NFI	0,751	0,751

The SRMR value of 0.080 in the table above is less than 0.1, meaning that the created model fits the data. In addition, the NFI value, which is nearly equal to 1, shows a value of 0.751, suggesting that the data adequately characterizes the general model or the model's fit to the data.

Work Environment Positively Affects Job Satisfaction

The findings indicated that honorary employees at the Deli Serdang District Education Office had a relationship between job satisfaction and work environment. This finding is consistent with research by Rachman (2021) showing a favorable relationship between job satisfaction and the work environment. Dharmanegara et al. (2016) and Raziq & Maulabakhsh (2015) are two other studies that report similar results. As per Prada et al. (2021), there exists a mutual correlation between job satisfaction and the work environment. This connection demonstrates how important job satisfaction and the work environment are to an organization.

According to Padmavathi (2023), employee retention is higher in organizations when workers are happy with their jobs. Employee productivity can rise when they work in a comfortable atmosphere, as demonstrated by Taheri et al. (2020). By taking the workplace environment more seriously and boosting employee motivation and engagement, this study affects performance. Employee performance can, therefore, improve. Organizations must therefore evaluate and understand the organizational climate and how it affects worker job satisfaction.

Work Stress Positively Affects Job Satisfaction

Work stress also impacts employee job satisfaction. Work stress impacts employees' job happiness, according to Rachman (2021) research. This study's outcomes concur with his conclusions. Studies conducted by Ghani et al. (2022) and Irawanto et al. (2021) align with the conclusions drawn from this inquiry. Increased job stress leads to lower job satisfaction, and lower job satisfaction leads to increased job insecurity.

According to Adiguzel et al. (2019), a lot of workers experience stress and find it difficult to quickly adjust to technological advancements, which lowers job satisfaction and eventually increases job insecurity. Pressure at work is a major contributor to workplace stress. The diseases of overwork and chronic fatigue have unknown aetiologies and may be

associated with work-related stress. In this instance, improper work pressure management can have a negative impact on mental health and even lower employee job satisfaction, which raises the possibility of employment instability. Unfavorable working conditions hinder employees' ability to demonstrate their abilities and reach their full potential, so the education office must understand how important job satisfaction is to employees.

Work Environment Positively Affects Work Stress

Additional research suggests a relationship between work stress and the environment honorary employees work in. The findings of this investigation, according to Majid et al. (2023) research, are consistent. Improving an unfavorable work environment, such as bullying, has a detrimental effect on employee wellbeing (Rajalingam et al., 2020; Rasool et al., 2021). Because it results in a lack of environmental acceptance of their identity. Z. Wang et al. (2020) claim that this situation raises employee work stress. According to Nauman et al. (2018) and Yuan et al. (2018), employees who work in hazardous environments often struggle with anxiety, stress, and insomnia. According to Breugh (2020), prolonged work stress can have detrimental effects.

Overloading employees with more work than they can handle can lead to burnout and workplace stress. Navinés et al. (2021) suggest that a lack of rewards such as professional progress, compensation, recognition, or work stability causes stress and psychosomatic problems. However, demographic variables like race also play a role in determining the conditions of social workers' physical and mental health (Senreich et al., 2020). Conversely, a healthy workplace will boost productivity among staff members. Therefore, to guarantee the continuation and realization of a healthy organization for its inhabitants, the education office must provide a welcoming, cooperative, and dynamic work environment.

Work Stress Positively Influences the Work Environment on Job Satisfaction

Job stress can positively and significantly mediate the relationship between the work environment and job satisfaction. These findings show that a healthy work environment and a decrease in workplace stress are associated with higher levels of job satisfaction. But even in a healthy workplace, there's a chance that increased work stress can lower job satisfaction. Another important factor that significantly influences job satisfaction is job stress, which is another important predictor of it. According to J. Kim et al. (2020), role ambiguity, overwork,

role conflict, and time tension at work are all consequences of the current state of work stress that may lower job satisfaction. Another significant element that lowers job satisfaction is the work track (M. C. Chao et al., 2015; Y. Y. Hsu et al., 2019). This suggests that there is a mediation effect between work-life balance and work stress. Thus, comfort plays a critical role in creating high-performance teams because it supports employee work pleasure when work-life balance and comfort are achieved (Oh & Choi, 2020).

This study contributes to the existing literature by offering additional empirical data on the mediation of job stress between the work environment and job satisfaction. This evidence informs researchers and policymakers in agencies or organizations that workers require sufficient attention not only to complete their tasks but also to receive the best services possible, ensuring the long-term viability of a healthy agency or organization. Consequently, this study can offer scholars and decision-makers insightful information about the connection between job happiness and the workplace.

CONCLUSION

This study investigated how job stress mediated the relationship between the work environment and job satisfaction. This study is distinctive because it expands upon earlier research findings, which produced conflicting conclusions and sparked a discussion in the area. The study's findings indicate that, for honorary employees, job satisfaction is positively and significantly influenced by the work environment. Among honorary employees, there is a notable and affirmative correlation between job satisfaction and job stress. (3) Honorary employees have a notable and affirmative relationship between the work environment and work stress. Work stress can positively and significantly impact the association between honorary employees' job satisfaction and their work environment.

Along with many strengths, current research has certain limitations that could bring valuable insights if addressed in the future. First, this research was only conducted in educational institutions. Future research can be carried out in various institutions to be able to generalize the results of wider research. Second, this study was conducted using a limited cross-sectional study. Future research can use longitudinal studies to produce more in-depth research results or future research can use mixed methods for more complex exploration.

This research has both theoretical and practical implications. Theoretically, this study considers work stress in mediating the influence of the work environment on job satisfaction. Thus, incorporating other constructs or variables is the main theoretical progress of this research. Meanwhile, all institutions can practically practice and consider the results of this research as a foundation for working, especially institutional leaders. This finding is for the intervention of the work motivation of honorary employees in institutions.

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