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The Effect Of Work Performance, Work Stress And Work Load On Job Satisfaction At Class Ii A Corrective Institution In Binjai

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ABSTRACT

This study aims to determine the effect of work performance, work stress, and workload on job satisfaction at Class II A Binjai Penitentiary. This type of research is associative research with a quantitative approach, using a questionnaire as a data collection tool. The sample in this study consisted of 60 respondents, which were determined using the slovin calculation. For data analysis, multiple linear regression was used with the help of SPSS version 23 software. The results of the study indicate that partially, work performance has a significant positive effect on job satisfaction, while work stress and workload have no effect. Simultaneously, work performance, work stress, and workload have a positive and significant effect on job satisfaction of employees at Class II A Binjai Penitentiary. This research model is able to explain 55.6% of the variation in job satisfaction.

INTRODUCTION

Human resources are the most important asset in every organization, including in Correctional Institutions (Lapas). The success of an organization is highly dependent on the quality and performance of its human resources. In Class II A Binjai Correctional Institution, the role of employees is very crucial in carrying out the function of fostering and securing inmates.

Work performance is one of the factors that can affect employee job satisfaction. Employees who are able to achieve good work performance tend to have higher job satisfaction. The demand to maintain and improve work performance amidst various resource limitations is often a challenge in itself. Where this can result in work stress. Good performance is needed for company excellence, but work stress can be an obstacle, especially due to an unfavorable environment (Cahyono; Septian et al, 2025). As stated by Handoko (2008) work stress is a condition of tension that affects the emotions, thought processes and conditions of an employee. As a result, too much stress can threaten a person's ability to deal with the environment, which ultimately interferes with the implementation of their duties

Workload is one of the things that causes stress in employees, where employees are faced with tasks that must be completed within a certain time limit. Excessive workload and too little workload are stressors. Workload can be influenced by several factors, both external and internal factors. Handoko (2010) stated that job satisfaction is a pleasant or unpleasant feeling where employees view their work, job satisfaction shows a person's attitude towards their work, job satisfaction is seen from how employees view their work and everything related to their work. Job satisfaction is an important indicator that influences employee loyalty, work enthusiasm, and productivity.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is defined as a general attitude toward one's job that shows the difference between the amount of rewards workers receive and the amount they believe they should receive (Robbins; Rizky, 2018). According to Ahmad, (2018), job satisfaction means how employees of an organization feel about work, which means job satisfaction is what employees feel about their work. This can have a positive or negative impact on employees who have a high sense of satisfaction will show positive behavior towards their work and vice versa. The indicators of job satisfaction include the work itself, wages received, promotions, superiors, and coworkers (Afandi; Rizky, 2025).

Job Performance

Job performance is the work results achieved by someone in carrying out tasks based on skill, sincerity, and punctuality (Hasibuan, 2016). Armed with these achievements, it is hoped that each employee will have high quality human resources in improving higher work performance (Suharti & Pebrianti, L., 2023). To achieve organizational goals effectively and efficiently, it depends on the expertise and abilities of employees in carrying out their work and supporting the will of their employees so that they can improve the work performance of these employees. Sutrisno (2015) emphasizes that work performance indicators include work results, work knowledge, initiative, attitude, dexterity, mentality, time discipline, and absence. According to Rivai (2016), work performance can be assessed based on three important aspects, namely: Technical ability, conceptual ability, and interpersonal relationship ability.

Work Stress

According to Hasibuan (2014) explains that work stress is a tension that has an imbalance in the psychological state of workers and can affect the way of thinking, their own condition and emotions. According to Robbins (2017) said that the emergence of stress is influenced by several factors: Environment, organization, and individual. The indicators of work stress put forward by Hasibuan (2014) are, leader attitude, work time, conflict, and also work authority.

Workload

Workload is a process or activity that must be completed immediately by a worker within a certain period of time (Vanchapo, 2020). If a worker is able to complete and adapt to a number of tasks given, then it does not become a workload. However, if the worker is unsuccessful, then the tasks and activities become a workload. The influencing factors are, from external there are physical tasks, mental tasks, and the work environment. While from internal there are somatic factors and psychological factors. According to Koesomowidjojo (2017), workload indicators include, work conditions, use of working time, and targets to be achieved.

METHODS

In order to assess how much influence work performance, work stress, and workload have on job satisfaction, data from respondents is clearly needed. Therefore, the research method applied in this study is quantitative with a multivariate associative and descriptive approach. The data analysis stage is an important part of the research process, where Manullang & Pakpahan (2014) explain that quantitative data analysis is related to data consisting of certain numbers. For quantitative analysis, various statistical methods are used. According to Sugiyono (2019), multivariate associative refers to the formulation of problems that emphasize the relationship between two or more variables. A descriptive approach is used to analyze data by describing the results of the study.

The quantitative data used comes from primary and secondary data, the researcher will apply data collection techniques through questionnaires. The population in this study was 149 employees of the Class II A Binjai Penitentiary, with a sample of 60 employees determined using the Slovin formula. Testing of the research instrument was carried out through data quality testing which included validity tests and reliability tests using the Cronbach's Alpha formula. The methods applied for data analysis consist of classical assumption test and multiple regression analysis. Hypothesis testing uses t-test (partial) to test the influence of independent variables individually and F-test (simultaneous) to test the influence of independent variables together on the dependent variable. The hypotheses tested are: the influence of work performance, work stress, and workload on job satisfaction both partially and simultaneously. To provide an explanation of the strength of the relationship between x and y, the measurement of the Determination Coefficient (R2) is used. If the value of r = -1, this indicates a perfect negative correlation, which means that every time one variable increases, the other variable will decrease. On the other hand, if r reaches 1, then there is a perfect positive correlation, which indicates a positive relationship between the variables. The strength of this relationship can be analyzed through the correlation coefficient value; if the correlation coefficient is 0, then it can be concluded that there is no relationship.

RESULTS

Data Quality Test

Validity Test (Feasibility)

To assess whether the items in the statement list (questionnaire) are acceptable, it is very important to carry out validity testing. If the validity level of each question exceeds 0.30, then the question item is considered valid (Sugiyono, 2019).

Table 1: Results of Validity Test of Work Performance Variable (X1)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	21.7833	18.647	**.816**	.914
X1.2	21.7667	17.809	**.920**	.901
X1.3	21.7333	18.334	**.858**	.909
X1.4	21.9167	17.230	**.782**	.920
X1.5	21.8000	17.892	**.795**	.916
X1.6	21.8333	19.260	**.633**	.937

Source: SPSS Processing Results Version 23

Table 2: Results of the Validity Test of the Work Stress Variable (X2)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.1	22.1167	11.325	**.715**	.899
X2.2	21.8333	11.328	**.831**	.884
X2.3	22.0833	11.434	**.708**	.900
X2.4	22.1333	11.372	**.736**	.896
X2.5	21.9000	10.973	**.845**	.881
X2.6	22.0167	10.898	**.695**	.905

Source: SPSS Processing Results Version 23

Table 3: Results of Validity Test of Workload Variable (X3)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X3.1	15.8833	35.020	**.721**	.820
X3.2	16.2000	32.569	**.851**	.793
X3.3	15.2000	42.569	**.374**	.877
X3.4	16.0833	33.874	**.788**	.806
X3.5	16.1000	33.651	**.786**	.806
X3.6	15.3667	42.236	**.374**	.878

Source: SPSS Processing Results Version 23

Table 4: Results of Validity Test of Job Satisfaction Variable (Y)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y.1	21.6833	13.305	**.331**	.857
Y.2	20.9667	12.270	**.812**	.737
Y.3	20.9833	12.830	**.777**	.749
Y.4	21.1000	14.125	**.446**	.810
Y.5	21.0000	12.644	**.791**	.745
Y.6	21.1833	12.491	**.524**	.799

Source: SPSS Processing Results Version 23

From all the tables displayed in the SPSS output, it is known that the validity value can be seen in the Corrected Item-Total Correlation column which shows the relationship between the value of each item and the total value on the list of answers from the respondents. The results of the validity test for all variables with 24 statement items can be declared valid because all coefficient values are higher than 0.30.

Reliability Test

According to Sugiyono (2019), reliability testing refers to the extent to which measurement results applied to the same object can provide consistent data. A questionnaire is said to be reliable if a person's response to a statement remains the same and does not change over time,

and is not random. In this study, to find out whether the questionnaire is reliable or not, the Cronbach's Alpha method was used.

Table 5: Reliability Test Results

Reliability Statistics			
Variable	**Cronbach's Alpha**	**N of Items**	**Description**
Job Performance (X1)	**.929**	6	Reliable
Job Stress (X2)	**.910**	6	Reliable
Workload (X3)	**.858**	6	Reliable
Job Satisfaction (Y)	**.813**	6	Reliable

Source: SPSS Processing Results Version 23

From table 5 above, it can be seen that the Chronbach's Alpha value for all variables studied is greater than 0.60. Thus, it can be concluded that the results of the overall reliability test of the variables are reliable.

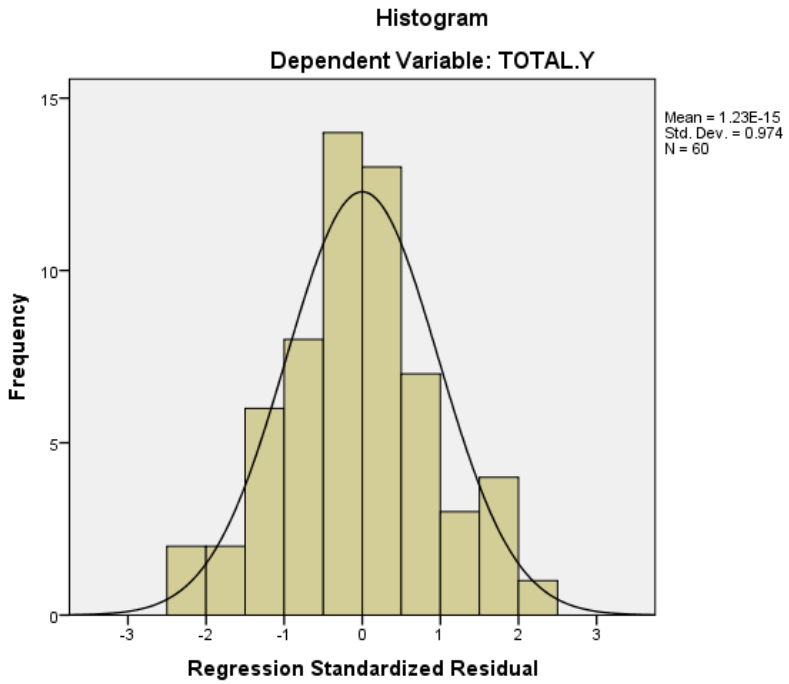
Classical Assumption Test

Normality Test

According to Ghozali (2017), the normality test is carried out to see whether the independent variables and dependent variables in the regression model have a normal distribution or not.

Histogram

Figure 1: Histogram Graph Test Results

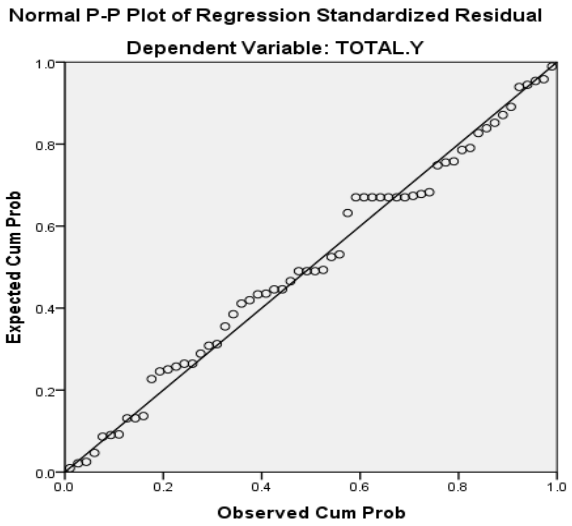


Source: SPSS Version 23 Processing Results

Based on the data in Figure 1, the histogram graph test shows that the histogram graph shows a normal data distribution pattern. This can be seen from the symmetrical shape of the curve, without leaning to the left or right. Thus, it can be concluded that the applied regression model meets the requirements for normality.

Probality Plot

Figure 3: Probability Plot (P-plot) Test Results



Source: SPSS Version 23 Processing Results

Based on the data in Figure 3 above, it can be seen that the points are spread around the diagonal line according to the data on the diagonal line. Therefore, it can be concluded that the data has a normal distribution.

Kolmogorov Smirnov Test

Using the Nonparametric Kolmogorov-Simrnov (K-S) statistical test. If the sig value is > 5%, it means that the data has a normal distribution. The results of the normality test using statistical methods can be found in the table below:

Table 6: Results of the Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.75183750
Most Extreme Differences	Absolute	.091
	Positive	.063
	Negative	-.091
Test Statistic		.091
Asymp. Sig. (2-tailed)		**.200[c,d]**

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
Source: SPSS Processing Results Version 23

Based on the data in table 6 above, it can be seen that the significant value of Asymp Sig. (2-tailed) is 0.200. This shows that Asymp Sig. (2 tailed) > 0.05, which means that the residuals are normally distributed.

Multicollinearity Test

Multicollinearity test is conducted to identify whether there is a relationship between independent variables in the regression model, (Ghozali, 2017). An effective regression model should not show any relationship between independent variables. To test Multicollinearity, it is necessary to check the tolerance value and Variance Inflation Factor (VIF). The tolerance value should not be less than 0.1 and the (VIF) value should not exceed 10, so that it can be concluded that the model is free from multicollinearity.

Table 7: Multicollinearity Test Results

Coefficients		
Model	Collinearity Statistics	
	Tolerance	VIF
Job Performance	**.389**	**2.570**
Job Stress	**.388**	**2.578**
Workload	**.989**	**1.011**

a. Dependent Variable: Job Satisfaction

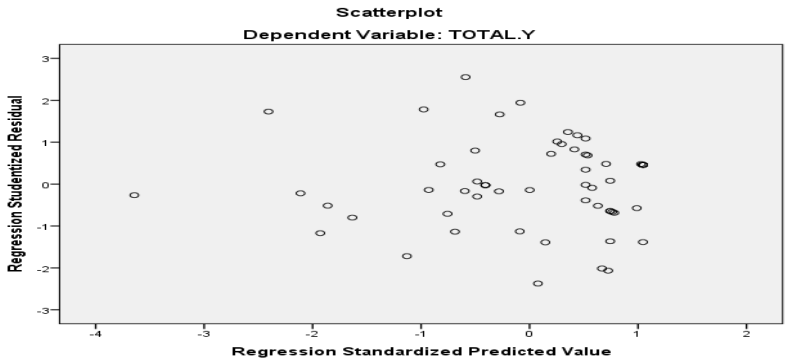
Source: SPSS Processing Results Version 23

Based on the data in Table 7, it can be seen that the tolerance value for all independent variables is not less than the fixed value of 0.1 and the VIF value for all independent variables is not more than the fixed value of 10. Thus, the data in this study indicate that Social Media and Financial Literacy do not experience multicollinearity problems.

Heteroscedasticity Test

The way to detect heteroscedasticity can be done by looking at the pattern on the scatterplot that shows the relationship between the predicted value of the dependent variable (ZPRED) and its residual value (SRESID) (Ghozali, 2016). If the pattern seen in the scatterplot looks random, then it can be concluded that heteroscedasticity does not occur.

Figure 3: Heteroscedasticity Test Results



Source: SPSS Processing Results Version 23

Based on the data in Figure 3 above, it can be seen that the points are randomly distributed without forming a certain pattern, and show a distribution both above and below the number 0 on the Y axis. Thus, it can be concluded that heteroscedasticity does not occur.

Multiple Linear Regression

Linear regression analysis discusses the assessment of the connection between dependent variables (bound) and independent variables (free). The results of the multiple linear regression analysis on this research data can be seen in the following table.

Table 8: Multiple Linear Regression Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		**Sig.**
1	(Constant)	**5.326**	2.756		1.932	**.058**
	Job Performance	**.476**	.116	.571	4.107	**.000**
	Job Stress	**.244**	.148	.229	1.645	**.106**
	Workload	**.061**	.052	.103	1.181	**.242**

a. Dependent Variable: Job Satisfaction

Source: SPSS Processing Results Version 23

Based on the table above, the multiple linear regression equation can be formulated as follows:

$$Y= 5.326 + 0.476X1 + 0.244X2 + 0.061X3 + e$$

The following is an explanation of the regression equation as follows:

a. The constant value of 5.326, indicates a positive sign which means that if work performance, work stress, and workload are considered zero, then job satisfaction is 5.326 units.
b. The regression coefficient value for work performance shows a positive number of 0.476 which means that the higher the work performance value, the higher the influence on job satisfaction.
c. The regression coefficient value for the work stress variable shows a positive number of 0.244. This means that if the variable of financial literacy usage increases by one unit, then the consumptive attitude will increase by 0.244 units.
d. The regression coefficient value for the workload variable shows a positive number, namely 0.061, which means that if the financial literacy usage variable increases by one unit, then the consumer attitude will increase by 0.061 units.

Hypothesis Testing

Partial Test (t-Test)

The t-test basically shows how much influence one independent variable can have a partial impact on changes in the dependent variable.The t-table value is determined using the t-table value distribution table. The df1 value = 0.05, df2 = n – k.

Where:
k: is the number of variables (independent + dependent)
n: is the total observations/samples that form the regression.

In this study, there are 3 independent variables and 1 dependent variable, so the k value = 4, the df1 value = 0.05 and the df2 value = 56 (60-4). Based on the t-table value distribution table, the t-table value = 1.993.

Table 9: Results of Hypothesis Testing by Partial Test (t-Test)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.326	2.756		**1.932**	**.058**
	Job Performance	.476	.116	.571	**4.107**	**.000**
	Job Stress	.244	.148	.229	**1.645**	**.106**
	Workload	.061	.052	.103	**1.181**	**.242**

a. Dependent Variable: Job Satisfaction

Source: SPSS Processing Results Version 23

Based on the partial test results in the Table above, it can be seen that the test results for each independent variable are as follows:

1. The t-test results for work performance (X1) produce a t-count value of 4.107> t-table of 2.003 with a significance value of 0.000 <0.05. This indicates that the H1 hypothesis is accepted. This shows that work performance has a positive and significant partial effect on job satisfaction.
2. The test results for the work stress variable show that the t-count value is 1.645 <t-table of 2.003 with a significance value of 0.106> 0.05. This shows that the H2 hypothesis is rejected, meaning that work stress does not have a partial effect on job satisfaction.
3. The test results for the workload variable show that the t-count value is 1.181 <t-table of 2.003 with a significance value of 0.242> 0.05. This shows that the H3 hypothesis is rejected, meaning that workload does not have a partial effect on job satisfaction.

Simultaneous Test (F Test)

The F statistical test basically aims to determine whether all independent variables entered into the model have a simultaneous effect on the dependent or bound variable. The F-table value is obtained through the use of a distribution table for the F-table value.

The value of df1 = k -1, df2 = n - k.

Where:
k: is the number of variables (independent + dependent)
n: is the number of observations/samples forming the regression.

In this study, there are 3 independent variables and 1 dependent variable so that the value of k = 4, the value of df1 = 3 (4-1) and the value of df2 = 56 (60-4). Based on the distribution table of the F-table value, the F-table value is obtained = 2.54

The results of the simultaneous test in this study will be displayed in the following table:

Table 10: Results of Hypothesis Testing by Simultaneous Test (F Test)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	**F**	**Sig.**
	Regression	613.399	3	204.466	**25.628**	**.000[b]**
	Residual	446.784	56	7.978		
	Total	1060.183	59			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Job Performance, Job Stress, Workload						

Source: SPSS Processing Results Version 23

Based on the simultaneous test results shown in Table 10, with an Fcount value of 25.628> Ftable of 2.54 and a significance of 0.000 <0.05, the H4 hypothesis is accepted. This indicates that there is a positive and significant influence of work performance, work stress, and workload on job satisfaction.

Determination Coefficient Test (R2)

The Determination Coefficient Test (R2) aims to assess the extent to which the model can explain variations in the dependent variable. The strength of the relationship between the variables to be studied can be expressed in the correlation coefficient. The largest positive correlation coefficient = 1, while the lowest is 0, and for the largest negative correlation coefficient = -1,

Table 11: Results of Determination Coefficient Test (R2)

Model Summary[b]				
Model	**R**	R Square	**Adjusted R Square**	Std. Error of the Estimate
1	**.761[a]**	.579	**.556**	2.82459
a. Predictors: (Constant), Job Performance, Job Stress, Workload				
b. Dependent Variable: Job Satisfaction				

Source: SPSS Version 23 Processing Results

The results of the determination test based on the table above can be explained as follows:

a. The adjusted R Square value obtained is 0.556, which indicates that 55.6% of job satisfaction can be obtained and explained by work performance, work stress, and workload. Meanwhile, the remaining 44.4% is influenced by various other factors not covered in this study.

b. The R value obtained is 0.761, which indicates a strong or close relationship between work performance (X1), work stress (X2), and workload (X3) and job satisfaction (Y). This occurs because the resulting R value is in the range of 0.60 -0.79. The higher the R value, the closer the relationship between the independent variables and the dependent variables, as shown in table 11 above.

DISCUSSION

The Influence of Job Performance on Job Satisfaction at Class II A Binjai Penitentiary

The results of the hypothesis test show that job performance (X_1) has a positive and significant influence on job satisfaction (Y) with a t-count value = 4.107> t-table = 2.003 and a significance of 0.000 <0.05. This finding supports the first hypothesis (H_1) and is in line with the theory of Robbins & Judge (2015) which states that job satisfaction is influenced by the suitability between individual achievements and organizational expectations. In the context of Class II A Binjai Penitentiary, employees who achieve high performance targets, such as effectiveness in supervising inmates or achieving coaching indicators, tend to get appreciation from superiors and institutions. This increases the sense of appreciation and intrinsic motivation, which are the foundation of job satisfaction.

This finding is also in line with previous research, such as the study by Astuti & Mayasari (2021) at Class IIB Singaraja Penitentiary, which identified that job performance is the main factor in increasing employee satisfaction. The differences in context between the two studies—sample size (60 vs. 35 respondents) and focus on additional variables (stress and workload)—do not diminish the relevance of the findings, as both affirm the role of performance as a key driver of job satisfaction. In addition, Maslow's hierarchy of needs theory strengthens this argument, whereby fulfilling the need for appreciation through work performance improves employees' psychological well-being.

The Effect of Job Stress on Job Satisfaction at Class II A Binjai Penitentiary

The second hypothesis (H_2) was rejected because job stress (X_2) did not have a significant effect on job satisfaction (t-count = 1.645 < t-table = 2.003; sig. = 0.106 > 0.05). This result contradicts theoretical expectations linking job stress to decreased job satisfaction, as explained by Handoko (2008) and Robbins (2017). However, in the context of Class II A Binjai Penitentiary, job stress may be considered an integral part of employees' professional responsibilities.

Comparison with previous studies shows variations in the results. Astuti & Mayasari's (2021) study found a negative relationship between workload and job satisfaction, but did not explicitly mention job stress. In this study, job stress may be managed through adaptive coping mechanisms, such as social support from coworkers or institutional stress management systems.

Lazarus & Folkman's (1984) transactional stress theory explains that an individual's perception of stress as a challenge (not a threat) can moderate its impact on job satisfaction. In addition, an organizational culture that emphasizes psychological resilience in a high-risk work environment may be a buffering factor.

The Effect of Workload on Job Satisfaction at Class II A Binjai Penitentiary

The third hypothesis (H_3) was also rejected because workload (X_3) did not have a significant effect on job satisfaction (t-count = 1.181 < t-table = 2.003; sig. = 0.242 > 0.05). This finding contradicts Vanchapo's (2020) argument that excessive workload reduces flexibility and increases fatigue. However, in the context of this study, workload may be considered a challenge that is in accordance with the role of employees as inmates' protection officers.

The study by Astuti & Mayasari (2021) found a negative relationship between workload and job satisfaction in prisons, but the difference in sample size (35 vs. 60) and the focus on

additional variables (work motivation) may have influenced the results. In this study, workload indicators such as performance targets and working conditions may have been integrated into the job design, so they were not perceived as a heavy burden. Hackman & Oldham's (1976) job characteristics theory supports this, emphasizing that job satisfaction is influenced by an individual's perception of task complexity. Employees with high control over task allocation may be better able to manage workload without reducing satisfaction.

The Influence of Job Performance, Job Stress, and Workload on Job Satisfaction at Class II A Binjai Penitentiary

Simultaneously, the three independent variables have a positive and significant effect on job satisfaction (F-count = 25.628> F-table = 2.54; sig. = 0.000 <0.05). This finding supports the fourth hypothesis (H_4) and shows that although stress and workload do not have a partial effect, the combination of the three factors still affects job satisfaction. This model explains 55.6% of the variation in job satisfaction, the rest is influenced by other variables such as organizational culture, leadership, or the physical work environment.

These results are in line with Afandi's research (2018), which states that job satisfaction is a multidimensional phenomenon that cannot be explained by one factor alone. In the context of prisons, the interaction between job performance (as a positive factor) with stress and workload (as challenges) creates complex dynamics.

Employees with high performance may be better able to manage stress and workload through optimism and organizational support, so that they remain satisfied. This finding is in line with Hobfoll's (1989) conservation of resources theory, which states that individuals with adequate resources (achievements) are more resilient to environmental pressures.

CONCLUSION

This study proves that work performance has a positive effect on job satisfaction, while stress and workload do not individually. However, simultaneously, all three variables still contribute significantly to job satisfaction. This finding provides an important contribution to human resource management in correctional institutions, where recognition of work performance is the main key to increasing employee satisfaction.

SUGGESTIONS

This study has limitations, including focusing on one institution (Binjai Class II A Prison), so that the results cannot be generalized to other correctional institutions with different contexts. In addition, the use of a Likert scale in the questionnaire has the potential to cause subjective bias, although mitigation is carried out through validity and reliability tests (Cronbach's Alpha). Further research is expected to expand the sample and add moderating variables such as transformational leadership or physical work environment.

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