ANALYSIS OF WORK ENVIRONMENT, WORK MOTIVATION AND WORKLOAD ON JOB SATISFACTION IN SENIOR HIGH SCHOOLS STABAT PREPARATION PRIVATE HIGH SCHOOL

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Abstract

This research was conducted at the Stabat Preparatory Private High School. The analysis of this research aims to determine whether the work environment, work motivation and workload influence teacher job satisfaction. The data analysis technique used is an associative research method with the help of the SPSS version 19 program. This research uses multiple linear regression analysis. The sample in this study was 39 respondents. Primary data collection uses a questionnaire. The research results show that the results of the hypothesis test with a t value of 3.011 > t table of 2.02 with a significant value of 0.005 < 0.05, then hypothesis H2 is accepted and H0 is rejected, meaning that work motivation has a partially positive and significant effect on job satisfaction. Hypothesis test results with a t value of 3.011 > t table of 2.02 with a significant value of 0.005 < 0.05, then hypothesis H2 is accepted and H0 is rejected, meaning that work motivation has a partially positive and significant effect on job satisfaction. Hypothesis test results with a t value of 0.242 < t table of 2.02 with a significant value of 0.810 > 0.05, then hypothesis H3 is rejected and H0 is accepted, meaning that workload has no partial significant effect on job satisfaction. Test results with a value of 47.588 which is greater than 2.87 and the significant value of 0.000 is smaller than 0.05 so it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected so it can be concluded that the work environment, work motivation and workload have a significant effect simultaneously on job satisfaction.

Keywords : Work Environment; Work Motivation; Workload; Job Satisfaction

1. INTRODUCTION

Job satisfaction is an important part of an agency because employees who are satisfied at work will show a positive attitude towards their work and can work better for the benefit of themselves as employees and for the benefit of the agency in general. Job satisfaction is important because what is felt by individuals, whether satisfied or dissatisfied with their work, will still have an impact not only on the individual himself, but on colleagues, groups, work teams, and superiors in the organization. According to (Widodo, 2015) job satisfaction is a positive or negative feeling that employees have about their position or situation. The feeling or emotional reaction to different aspects of one's job is what is called job satisfaction (Kreitner & Kinicki in Widodo, 2015). According to this definition, a person may feel relatively satisfied with one part of their job and dissatisfied with one or more other aspects, which suggests that job satisfaction is not an absolute idea.

According to (Widodo, 2015) several factors can influence employee job satisfaction, namely (1) work environment, (2) work motivation, and (3) workload. This research was conducted at the Stabat Preparatory Private High School which has a vision to create students who have noble character, intelligence, skill, achievement and environmental awareness based on faith and piety and already have A Accreditation. The Stabat Preparatory High School strives continuously to provide job satisfaction in itself. his job. In this research, the object of research is the teacher. Teachers are professional educators who are responsible for teaching, guiding, directing, training, assessing, and evaluating students in early childhood education, primary education, and secondary education. Positive lessons given by a teacher to his students are an indication of a teacher who is

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happy in his role because this is the only system in which all aspects of the student's personality can develop (Kaka, 2022) One of the schools that wants to continue to improve and increase teacher job satisfaction. In managing human resources in an educational institution, the ability to manage teachers better is needed. In the Regulation of the Minister of National Education of the Republic of Indonesia (Permendiknas RI) number 13 of 2007 concerning teacher abilities including personality competence, managerial competence, entrepreneurial competence, supervision competence and social competence. So, a school principal must manage teachers in order to utilize human resources through placements that are in accordance with teacher competence so that the implementation of the teaching process can run optimally.

Researchers conducted a pre-survey of 20 teachers to look at problems related to job satisfaction. Based on the results of the pre-survey, it can be concluded that the level of teacher job satisfaction is still low because they feel less comfortable in communicating with colleagues. Based on the work environment variables, it can be concluded that teachers feel that the lighting in the work room is not sufficient and the noise level in the workplace can disturb concentration. A positive work environment is the main factor that is highly expected and can increase teacher job satisfaction.

Researchers conducted a pre-survey related to motivation and workload variables. Based on the work motivation variable question, teacher work motivation is low because the salary received is deemed insufficient to fulfill family and daily life. Based on questions on the workload variable, teachers often feel dizzy and frustrated because they do not achieve work targets. The teacher's work target is to prepare effective learning plans that are in accordance with the curriculum and prepare innovative learning materials, methods and media. Based on the description of the research problem above, the researcher is interested and wants to conduct research entitled: 'Analysis of the Work Environment, Work Motivation and Workload on Job Satisfaction in Stabat Preparatory Private High Schools'.

2. LITERATUR REVIEW
2.1 Job Satisfaction
According to (Widodo, 2015) is a positive or negative feeling that employees have about their position or circumstances. The feeling or emotional reaction to different aspects of one's job is what is called job satisfaction (Kreitner & Kinicki in Widodo, 2015). According to this definition, a person may feel relatively satisfied with one part of their job and dissatisfied with one or more other aspects, which suggests that job satisfaction is not an absolute idea.

Factors that affect job satisfaction

Factors that affect job satisfaction according to (Widodo, 2015) are work motivation, the job itself, the work environment, workload, and supervision.

Indicators of job satisfaction

According to (Widodo, 2015), there are several indicators of job satisfaction, namely
1. Salary,
2. The work itself,
3. Co-workers
4. Supervisor
5. Promotion
6. Work environment

2.2 Work environment
The work environment is everything around the worker that can influence the physical and psychological condition of the employee both directly and indirectly (Malikhah et al., 2023). According to (Sedarmayanti, 2017) the work environment is the entire range of tools and materials encountered, the environment the surroundings in which a person works, his work methods, and his work arrangements both as an individual and as a group.

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Type of Work Environment

According (Sedarmayanti, 2017) states that in general, the type of work environment is divided into 2 (two), namely:
1. Workplace environment/physical working environment
2. Working atmosphere/non-physical environment (Non-physical working environment)

Work Environment Indicators

According to Sedarmayanti (2017), work environment indicators are as follows:
1. Lighting/light illumination
2. Air/oxygen circulation
3. Space layout
4. Security
5. Noise

2.3 Work motivation

One of the factors that influence human behavior is motivation. Motivation can also be defined as a need, drive, desire, or support. These are needs that can excite and motivate a person to control and satisfy their urges to act in certain ways that will lead them in the best direction (Ahmad, Rizal Si et al., 2019). nAfandi (2018) Work motivation is a desire that arises within a person or group of people because they are inspired, encouraged, and enthusiastic about carrying out activities that require courage, determination, and self-control to achieve good and high-quality results from their activities.

Factors that Affect Work Motivation

According to (Afandi, 2018) the factors that influence work motivation are:
1. Life needs
2. Future needs
3. Self-esteem needs
4. The need for recognition of work achievements

Work Motivation Indicators

According to (Afandi, 2018) the dimensions and indicators of work motivation are:
1. Merit pay
2. Work facilities
3. work achievement
4. Recognition from superiors
5. The work itself

2.4 Workload

According to Koesomowidjojo (2017) workload is a task or responsibility given to existing human resources to be completed according to the time set, not only workload related to the quality and quantity of products produced by each employee by carrying out workload analysis can prevent workload, work stress/work pressure.

Factors That Influence Workload

According to (Koesomowidjojo, 2017) factors that influence workload are as follows:
1. Internal Factors; gender, age, posture, and health status (physical) and as a result of responses to external workloads, such as motivation, satisfaction, desire, or (mental).
2. External Factors; work environment, physical tasks, and work organization.

Workload Indicator

Workload indicators, according to (Koesmowidjojo, 2017), are as follows:
1. Working conditions
2. Use of working time
3. Targets that must be achieved

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2.5 Previous research

Based on the results of research (Yuliana delu kaka, 2022) entitled The influence of compensation and work environment on the job satisfaction of Sibolga Catholic High School teachers, it shows that the work environment has a positive and significant effect on job satisfaction. Based on the results of research (Mhd.Andi Rasyid and Hasrudy, 2020) with the title The Influence of Compensation, Work Environment and Motivation on Teacher Job Satisfaction at the Private High School Association of Amal Bakti 4 Sampali Medan, it shows that work motivation has a positive and significant effect on job satisfaction. Based on the results of research (Abdurrahman, 2019) entitled The Influence of Workload and Professional Allowances on Job Satisfaction of Madrasah Tsanawiyah Teachers in Tanah Laut Regency. Al'iidara Balad. The research results show that workload has a significant effect on job satisfaction.
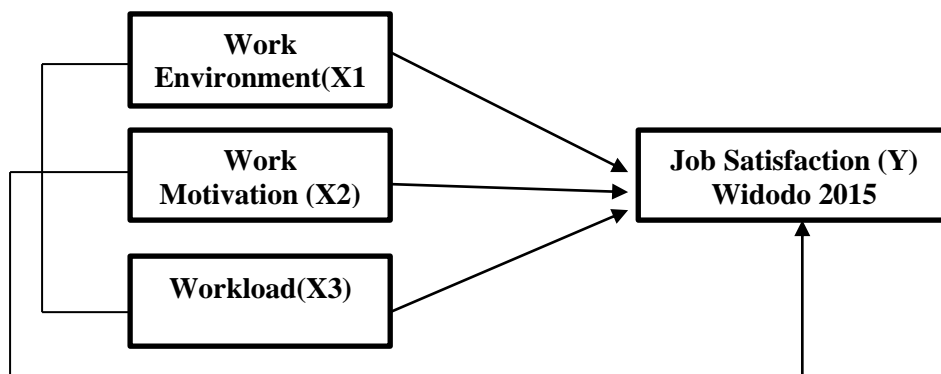
2.6 Conceptual Framework

Figure 1. Conceptual Framework

2.7 Hypothesis

Based on the problem formulation that has been put forward, the hypothesis of this research is:

H1: The work environment partially has a significant positive effect on job satisfaction

H2: Work motivation partially has a significant positive effect on job satisfaction

H3: Workload partially has a significant positive effect on job satisfaction

H4: Work environment, work motivation and workload simultaneously have a positive effect and significant to job satisfaction

3. IMPLEMENTATION METHOD

The research used in this research is causal associative quantitative research. According to (Manullang and Pakpahan, 2014) causal research (cause-effect relationship) is 'research that wants to see whether a variable that acts as an independent variable has an effect on another variable that is a dependent variable. This research was carried out by the Stabat Preparatory Private High School located on Jl. HIB Tembeleng, District. Stabat, Kab. Langkat, North Sumatra. The research was conducted from February 2024 to July 2024.

Research variables include what variables will be studied. This research uses 3 (three) independent variables, namely work environment (X1), work motivation (X2) workload (X3) and 1 (one) dependent variable, namely job satisfaction (Y). The population in this study were all teachers at Stabat Preparatory Private High School, totaling 39 people. In this research, researchers carried out a sampling technique using saturated sampling (census). According to Sugiyono (2022) Saturated sampling is a sample selection technique if all members of the population are sampled. So, the number of samples to be studied in this research is 39 respondents. Primary data is data

obtained directly from respondents through questionnaires to the source, namely the respondent. Data collection techniques using questionnaires and observation.

4. RESULTS AND DISCUSSION
4.1 Validity Test Result
To determine the suitability of the items in the list of statements (questionnaire), it is necessary to carry out a validity test.

Table 1. Data Validity Test

Variables	Question Item	Corrected Item Correlation	r-mean	Result
Work Environment (X1)	$X_1.1$	0.570		Valid
	$X_1.2$	0.612		Valid
	$X_1.3$	0.387		Valid
	$X_1.4$	0.463		Valid
	$X_1.5$	0.724		Valid
	$X_1.6$	0.627		Valid
	$X_1.7$	0.576	0,3	Valid
	$X_1.8$	0.665		Valid
	$X_1.9$	0.595		Valid
	$X_1.10$	0.561		Valid
Work Motivation (X₂)	$X_1.3$	0.602		Valid
	$X_2.2$	0.479		Valid
	$X_2.3$	0.565		Valid
	$X_2.4$	0.590		Valid
	$X_2.5$	0.581		Valid
	$X_2.6$	0.766	0,3	Valid
	$X_2.7$	0.578		Valid
	$X_2.8$	0.555		Valid
	$X_2.9$	0.489		Valid
	$X_2.10$	0.602		Valid
Workload (X₃)	$X_3.1$	0.503	0,3	Valid
	$X_3.2$	0.407		Valid
	$X_3.3$	0.831		Valid
	$X_3.4$	0.798		Valid
	$X_3.5$	0.831		Valid
	$X_3.6$	0.798		Valid
Job Satisfaction (Y)	Y.1	0.566		Valid
	Y.2	0.652		Valid
	Y..3	0.605		Valid
	Y.4	0.532		Valid
	Y..5	0.593		Valid
	Y.6	0.748		Valid
	Y.7	0.536	0,3	Valid
	Y.8	0.681		Valid
	Y.9	0.484		Valid
	Y.10	0.601		Valid
	Y.11	0.676		Valid
	Y.12	0.607		Valid

Source:SPSS Output Ver 19 (2024)

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Based on the SPSS output results, it is known that the validity value is in the Corrected Item-Total Correlation column in the question item for each variable studied can be declared valid because all coefficient values are greater than 0.30 (Sugiyono, 2022)

4.2 Reliability Test Result

Reliability testing is carried out to see whether the data is reliable or reliable so that it is suitable for further testing.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items
Work Environment (X_1)	0,863	10
Work Motivation (X_2)	0.864	10
Workload (X_3)	0,874	6
Job Satisfaction (Y)	0,894	12

Source:SPSS Output Ver 19 (2024)

Based on the SPSS output results, it is known that the Cronbach's Alpha value on the Work Environment variable (X1) is 0.863 > 0.60, the Cronbach's Alpha value on the Work Motivation variable (X2) is 0.864 > 0.60, the Cronbach's Alpha value on the Workload variable (X3) is 0.874 > 0.60, Cronbach's Alpha value for the Job Satisfaction (Y) variable is 0.894 > 0.60 so it can be concluded that the data is reliable.

4.3 Classic Assumption Test Result
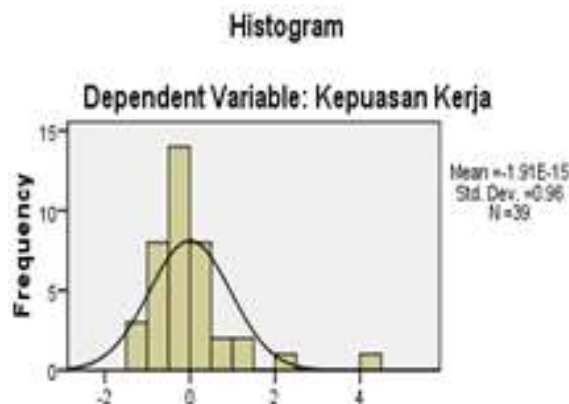#### a. Normality Test Result

Figure 2. Histogram Test
Source: SPSS output ver 19(2024)

Based on the image above, the results of the data normality test show that the data is normally distributed, where the histogram image has a line forming a bell and has a balanced convexity in the middle.
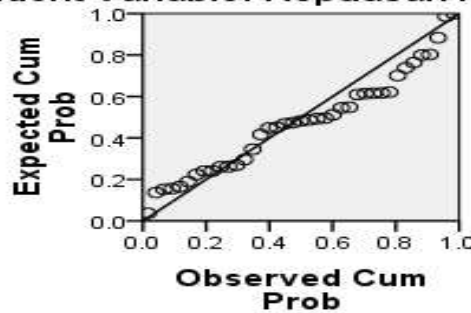
Figure 3. PP Plot Test
Source: SPSS output ver 19(2024)

Based on the image above, then for the results of testing the normality of the data using the PP Plot image, it can be seen that the data points are spread around the diagonal line so that the data is normally distributed.

Tabel 3. Hasil Uji Kolmogorov-Smirnov
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		39
Normal Parameters[a]	Mean	.0000000
	Std. Deviation	3.72831699
Most Extreme Differences	Absolute	.168
	Positive	.168
	Negative	-.102
Kolmogorov-Smirnov Z		1.052
Asymp. Sig. (2-tailed)		.218

a. Test distribution is Normal.

Source: SPSS output ver 19 (2024)

Based on the Kolmogorov-Smirnov test, the Asymp value can be seen. Sig. (2-tailed) is 0.218, so it can be concluded that the data is normally distributed, where the significance value is greater than 0.05 (p= 0.218 > 0.05). Thus, overall it can be concluded that the data observation values are normally distributed and can be continued with other classical assumption tests.

b. Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables (Rusiadi, 2018). A good regression model should not correlate with independent variables. The tolerance value is not less than 0.1 and the Variance Inflation Factor (VIF) value is not more than 10 so that the model can be said to be free from multicollinearity. The results of the multicollinearity test of this research data can be presented in the following table.

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Table 4. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
Work Environment (X_1)	0,226	4,422
Work Motivation (X_2)	0,227	4,408
Workload (X_3)	0,991	1,009

Source: SPSS Ver 19 Processing Results (2024)

Based on the data in table 4, it can be seen that the tolerance value of all independent variables is no less than the specified value, which is 0.1, and the VIF value of all independent variables is no more than the specified value, which is 10. Thus, the data in this study do not occur multicollinearity. Therefore, the data in this study can be said to show that training competence and work experience do not experience multicollinearity problems.
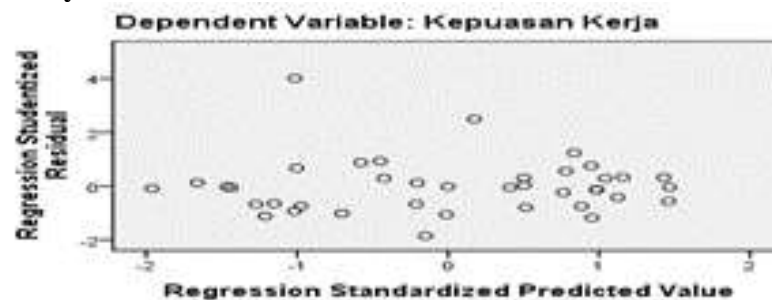
c.   Heteroscedasticity Test

Figure 4. Heteroscedasticity Test
Source: SPSS output ver 19 (2024)

Based on the scatterplot image, it shows that the resulting points spread randomly and do not form a certain pattern or line trend. The picture above also shows that the data distribution is around point zero. The results of this test indicate that this regression model is free from heteroscedasticity problems, in other words: the variables to be tested in this study are homoscedasticity.

4.4 Multiple linear regression

To see the correlation or relationship between the independent variable and the dependent variable which can be positive or negative using multiple linear regression analysis, it can be seen which variable among the independent variables has the most dominant influence on the dependent variable.

Table 5. Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	0.192	4.589	
	Work Environment	0.635	0.223	0.449
	Work Motivation	0.587	0.195	0.474
	Workload	0.035	0.145	0.018

a. Dependent Variable: job satisfaction (Y)

Source: processed primary data (2024)

Based on the table above, the equation can be formulated:

$$Y = 0.192 + 0.635X1 + 0.587\ X2 + 0.035\ X3$$

The interpretation of the multiple linear regression equation above is as follows:

1. The constant value of 0.192 shows a positive sign which means that if the work environment, work motivation and workload are considered zero, then job satisfaction is 0.192 units.
2. The regression coefficient value for the work environment variable shows a positive value of 0.635, which means that if the work environment variable increases by one unit, then job satisfaction will increase by 0.635 units.
3. The regression coefficient value for the work motivation variable shows a positive value of 0.587, which means that if the work motivation variable increases by one unit, then job satisfaction will increase by 0.5874 units.
4. The regression coefficient value for the workload variable shows a positive value of 0.035, which means that if the workload variable increases by one unit, then job satisfaction will increase by 0.035 units.

4.5 Partial Hypothesis Test (t-test)

Table 6. Partial Hypothesis Test Results
Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.192	4.589		0.042	0.967
Work Environment	0.635	0.223	0.449	2.845	0.007
Work Motivation	0.587	0.195	0.474	3.011	0.005
Workload	0.035	0.145	0.018	0.242	0.810

a. Dependent Variable: job satisfaction

Source: processed primary data (2024)

1. The test results for the work environment variable show a t_{count} of $2.845 > t_{table}$ of 2.02 with a significant value of $0.007 < 0.05$, so hypothesis H1 is accepted and H0 is rejected, meaning that the work environment has a partially positive and significant effect on job satisfaction.
2. The test results for the work motivation variable show a t_{count} of $3.011 > t_{table}$ of 2.02 with a significant value of $0.005 < 0.05$, so hypothesis H2 is accepted and H0 is rejected, meaning that work motivation has a partially positive and significant effect on job satisfaction.
3. The test results for the workload variable show a t_{count} value of $0.242 < t_{table}$ of 2.02 with a significant value of $0.810 > 0.05$, so hypothesis H3 is rejected and H0 is accepted, meaning that workload has no partial significant effect on job satisfaction.

4.6 F Test Result

The following can be presented the results of simultaneous testing between the independent variable and the dependent variable as follows:

Table 7. Simultaneous Hypothesis Test Results
ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2154.556	3.000	718.185	47.588	0.000
	Residual	528.213	35.000	15.092		

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Total	2682.769	38.000			

a. Predictors: (Constant) Work Environment, Work Motivation and Workload

b. Dependent Variable: Job Satisfaction

Simultaneous hypothesis testing or F test proves that the calculated F value is 47.588 which is greater than 2.87 and the significant value of 0.000 is smaller than 0.05 so it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected so it can be concluded that the work environment, Work motivation, and workload simultaneously have a significant effect on job satisfaction.

5. Discussion of Research Results

5.1 Partial Influence of the Work Environment on Teacher Job Satisfaction in Stabat Preparatory Private High Schools.

Based on the research results, the researcher has proposed a hypothesis which states that 'the work environment has a positive and significant effect on teacher job satisfaction. This can be seen from the hypothesis test with a t value of 2.845 > t_{table} of 2.02 with a significant value of 0.007 < 0.05, so hypothesis H1 is accepted and H0 is rejected, meaning that the work environment has a partially positive and significant effect on job satisfaction.

The positive direction shows that the work environment causes a significant increase in teacher satisfaction, in other words when there is an improvement in the work environment with indicators of lighting, air circulation, room layout and security, it has an impact on increasing teacher job satisfaction. The results of this research are the same as the results of research (Yuliana delu kaka, 2022) which states that the work environment has a significant effect on job satisfaction. The research results are in accordance with the research objective to find out whether the work environment influences job satisfaction. The results of this research answer problems related to the work environment in schools A conducive work environment can have a positive impact on teacher performance achievement, so schools need to create a conducive work environment.

5.2 The influence of partial work motivation on teacher job satisfaction in Stabat Preparatory Private High Schools.

Based on the research results, the researcher has proposed a hypothesis that states that 'work motivation has a positive and significant effect on teacher job satisfaction. This can be seen from the hypothesis test with a t value of 3.011 > t_{table} of 2.02 with a significant value of 0.005 < 0.05, then hypothesis H2 is accepted and H0 is rejected, meaning that work motivation has a partially positive and significant effect on job satisfaction.

The positive direction shows that work motivation causes a significant increase in teacher satisfaction, in other words when there is an increase in work motivation with indicators of remuneration, work facilities, work performance, and recognition from superiors, it has an impact on increasing teacher job satisfaction. The results of this research are the same as the results of research (Mhd. Andi Rasyid & Hasrudy, 2020) which states that work motivation has a significant effect on job satisfaction. The research results are by the research objective to find out whether work motivation influences job satisfaction. The results of this research answer problems related to work motivation in schools. Teachers' work motivation arises to carry out activities that require courage, determination, and self-control to achieve good and high-quality results from their activities.

5.3 The Effect of Partial Workload on Teacher Job Satisfaction in Stabat Preparatory Private High Schools

Based on the research results, the researcher has proposed a hypothesis which states that 'workload has a positive and significant effect on teacher job satisfaction. This can be seen from the hypothesis test with a t value of $0.242 < t_{table}$ of 2.02 with a significant value of $0.810 > 0.05$, so hypothesis H3 is rejected and H0 is accepted, meaning that workload has no partial significant effect on job satisfaction.

The positive direction shows that workload causes an insignificant increase in teacher satisfaction, in other words when there is an increase in workload with indicators of work conditions, use of working time and targets that must be achieved, it has no impact on increasing teacher job satisfaction. The results of this research are the same as the results of research (Wulandari et al, 2023) which states that workload does not have a significant effect on job satisfaction. The research results are by the research objective of finding out whether workload influences job satisfaction. The results of this research answer problems related to workload in schools.

5.4 Simultaneous Influence of Work Environment, Work Motivation and Workload on Teacher Job Satisfaction in Stabat Preparatory Private High Schools

Based on the research results, it shows that the work environment, work motivation and workload simultaneously have a positive and significant effect on teacher job satisfaction. The results of this research explain that the work environment, work motivation and workload simultaneously have a positive and significant effect on performance. This can be seen from the calculated F-value of 47.588 which is greater than 2.87 and the significant value of 0.000 is smaller than 0.05 so it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected so it can be concluded that the work environment, work motivation and workload simultaneous significant effect on job satisfaction. The positive direction shows that every time there is an improvement in the work environment, work motivation and workload will cause an increase in job satisfaction simultaneously. The results of this research are in accordance with the aim of the research carried out, namely to determine whether the work environment, work motivation and workload simultaneously have a positive and significant effect on job satisfaction. The results of this research have resolved problems related to teacher job satisfaction

6. Conclusions And Suggestions

a. Conclusions

1) The work environment has a positive and partially significant effect on teacher job satisfaction at Stabat Preparatory Private High School with a t_{count} of $2.845 > t_{table}$ of 2.02 with a significant value of $0.007 < 0.05$, so the hypothesis H1 is accepted and H0 is rejected, meaning that the environment work has a partial positive and significant effect on job satisfaction.

2) Work motivation has a positive and partially significant effect on teacher job satisfaction at Stabat Preparatory Private High School with a t_{count} of $3.011 > t_{table}$ of 2.02 with a significant value of $0.005 < 0.05$, so the hypothesis H2 is accepted and H0 is rejected, meaning that motivation work has a partial positive and significant effect on job satisfaction.

3) The workload does not have a partially significant effect on teacher job satisfaction at Stabat Preparatory Private High School with a t_{count} of $0.242 < t_{table}$ of 2.02 with a significant value of $0.810 > 0.05$, so hypothesis H3 is rejected and H0 is accepted, meaning that workload does not have a partially significant effect on job satisfaction.

4) Work environment, work motivation and workload simultaneously have a positive and significant effect on teacher job satisfaction at Stabat Preparatory Private High School with a value of 47.588 which is greater than 2.87 and a significant value of 0.000 is smaller than 0.05 so it can be concluded that hypothesis 4 is accepted and hypothesis 0 is

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ANALYSIS OF WORK ENVIRONMENT, WORK MOTIVATION AND WORKLOAD ON JOB SATISFACTION IN SENIOR HIGH SCHOOLS STABAT PREPARATION PRIVATE HIGH SCHOOL

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rejected so it can be concluded that the work environment, work motivation and workload have a significant effect simultaneously on job satisfaction. The positive direction shows that every time there is an improvement in the work environment, work motivation and workload will lead to job satisfaction simultaneously.

b. Suggestions

1) It is recommended that schools provide adequate facilities and resources to support teachers' work, such as adding air conditioning or fans in the room, complete learning equipment and adding office equipment.
2) It is recommended that schools hold awards events or provide incentives for outstanding teachers.
3) It is recommended that schools balance the number of teaching hours, administrative tasks and other activities.
4) It is recommended that schools can increase job satisfaction by providing training and competency development programs that suit teacher needs. Schools should encourage teacher participation in collaborative activities, such as communities of practice, discussions, and research.

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