

## **The Role Of Work Stress In Mediating The Effect Of Workload And Compensation On Job Satisfaction**

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### **Abstract**

This study aims to determine the role of work stress in mediating the influence of workload and compensation on job satisfaction in employees of PT Jasindo Pratama. The research design used is a causal relationship with a quantitative approach, which aims to find a cause-and-effect relationship between the variables studied. The population in this study is 45 employees of PT Jasindo Pratama, which is also used as a research sample using a saturated sampling technique. The data analysis method used is Structural Equation Modeling (SEM) with Partial Least Squares (PLS). Data processing involves validity and reliability tests, structural tests, and hypothesis tests. The results of the study show that workload has a positive and significant influence on work stress. Workload has no effect on job satisfaction. Compensation has no effect on work stress. Compensation has a positive and significant influence on job satisfaction. Work stress has no effect on job satisfaction. Work stress cannot mediate the effect of workload and compensation on job satisfaction. Thus, these findings highlight the importance of the role of work stress in increasing job satisfaction among PT Jasindo Pratana employees. Although work stress cannot mediate the effect of workload and compensation on job satisfaction in the context of this study, it does not reduce the need to pay attention to and manage these factors in the context of human resource management.

**Keywords:** Workload, Compensation, Job satisfaction, Work stress

### **Introduction**

Human resources (HR) are people or commonly called employees who work for a company. Without them, the company's goals would not be achieved. The role of job satisfaction in a company is one of the important topics to be researched because it has a positive impact on the company both directly and indirectly. Based on the results of a survey conducted by (Joobstret, 2022) In early October, a survey of 17,623 correspondents regarding employee satisfaction revealed that 73% of workers were unhappy with their jobs. According to (Tamping, 2021) "Workload, compensation, and work stress are some of the variables that can affect job satisfaction".

According to (Maha, 2022) Work stress is a condition that causes tension accompanied by imbalances in the body and mind, thus affecting employees' feelings and mentality. If allowed to continue, it will negatively impact the workers who carry out their responsibilities. In addition, excessive workload or not in accordance with employee capacity will reduce employee satisfaction levels. According to (Wibowo, 2023) Employees who have a workload that is too heavy for them will feel dissatisfied with the work they are doing. And according to (Farida, 2022) Job satisfaction is influenced by various things. Among other things, by offering compensation commensurate with their performance and expectations .

(Franciska, 2023) states that job satisfaction is an employee's attitude about their job, whether they find it pleasant or unpleasant. According to (Fathurohman, 2022) that a person's behavior and attitude towards their work is referred to as job satisfaction. A high level of job satisfaction will indicate a positive attitude towards one's job, on the other hand a low level of job satisfaction will indicate a negative attitude towards one's job and a low level of commitment to the company which can result in the absence of employees from the workplace.

Stress is a condition when a person tries to meet their goals but does not get the desired results (Ferzanita, 2023). According to (Fardah, 2020) Work stress is an emotional condition that can arise when an individual's workload exceeds their capacity to manage stress. Meanwhile, according to (Kirana, 2021) Symptoms of work stress that employees face when facing their jobs include erratic emotions, discomfort, loneliness, difficulty sleeping, difficulty relaxing, anxiety, tension, nervousness, high blood pressure, and indigestion.

The average frequency of activity for each task over a period of time is called the workload. Another way to look at it is that a workload is a requirement of a job, such as a job description, that must be completed in a certain amount of time (Hasyim, 2020). Employee workload is one of the elements that are taken into account when evaluating employee performance. What should be avoided is an employee burden that is too high because of the imbalance between the number of employees and the work they do, or an employee workload that is too low because of the number of employees (Asrafiansyah, 2023).

According to (Natiqiyah, 2022) Compensation is a benefit that an organization or company provides to an individual in exchange for the services or labor of its employees, the benefits can be provided directly or indirectly in the form of cash, products, or benefits. Meanwhile, according to (Saman, 2022) Compensation is a mechanism that companies use to incentivize their employees to improve job satisfaction and performance. A company needs improved performance because good performance is required to meet the objectives. Offering competitive compensation has the power to improve employee performance within an organization.

The phenomenon of PT Jasindo employees that results in a decrease in job satisfaction is because the company implements a 2-shift work system where employees work for 12 hours without clear regulations regarding rest time so that often employees seem tired, lack focus, restlessness, and often irritable which results in errors in carrying out their duties. Working longer hours than is considered normal can result in less time for relaxation and reduced sleep hours so employees often arrive late for work and often ignore the routine apples that are held before starting work. In addition, the compensation received is not in accordance with the

amount of work that has been done, so employees often look for alternative sources of income even though working hours are still ongoing. Since it is common knowledge that not every employee can meet the set goals, they may find it too difficult to manage the given work.

## Method

The type of research used is quantitative research, while the type and source of data used is primary data, namely data collected and processed by the researcher himself from the object. The population in this study is PT Jasindo Pratama employees with a total of 45, using a saturated sample of 45 respondents. The data collection technique carried out in this study is to find information from previous research to be used as a theoretical basis and reference in processing data, by reading, studying, studying and reviewing literature in the form of books, journals, papers, and previous studies related to the problem being researched. The author also collects primary data from respondents given questionnaires by utilizing a list of statements that are systematically compiled. Respondents' answers to questionnaires designed to evaluate research variable indicators provide the data used in this study. Data analysis is the process of simplifying data into a form that is easier to read, understand, and interpret. Data analysis is carried out with the help of the PLS (Partial Least Square) program as a tool to regress the model that has been formulated by the calculation process using the Smart PLS software application program, so as to produce a feasible model.

## Results and Discussion

### R Square Value Test

Table 1. R-Square Value

Variable	R-Square	R-Square Adjusted
Job Satisfaction	0,484	0,446
Work Stress	0,471	0,445

Source: SmartPLS 3.0 Output Results (2024)

The R-Square value of the job satisfaction variable in the output table above is 0.484 This finding shows that the variables of workload, compensation and work stress are simultaneously able to explain the job satisfaction variables of 48.4% and 51.5% explained by other variables outside the variables in this study and are included in the moderate category. The results of the subsequent analysis for the work stress variable obtained an R-Square result of 0.471 which means that the workload and compensation variables were able to explain the work stress variables of 47.1% and 52.9% explained by other variables outside the variables of this study and were also included in the moderate category.

### Inner Model Test

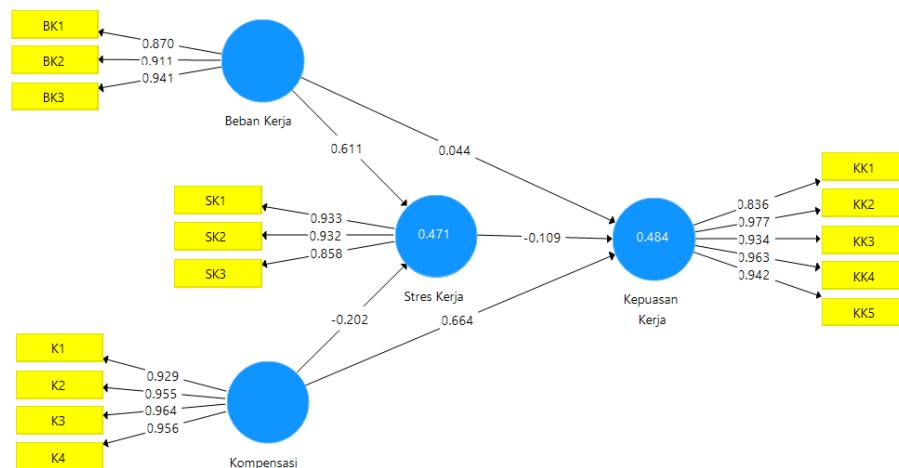


Figure 1. Results of Iner Model Test

Source: SmartPLS 3.0 Output Results (2024)

### Patch Coefficients and Indirect Effect Test

The estimated values for pathway relationships in the structural model should be evaluated in terms of the strength and significance of the relationship. The significance of the relationship can be obtained by performing a Bootstrap test. The value generated from the Bootstrapping test is in the form of a t-count value which will then be compared with the t-table value. If the t-count is greater than the t-table (1.96) at the alpha value level of 5 %, then the estimated value of the path can be said to be significant.

Path Coefficients						
Mean, STDEV, T-Values, P-...	Confidence Intervals	Confidence Intervals Bias ...	Sa			
	Original ...	Sample ...	Standard ...	T Statistic...	P Values	
Beban Kerja -> Kepuasan Kerja	0.044	0.033	0.153	0.289	0.772	
Beban Kerja -> Stres Kerja	0.611	0.628	0.165	3.699	0.000	
Kompensasi -> Kepuasan Kerja	0.664	0.672	0.171	3.888	0.000	
Kompensasi -> Stres Kerja	-0.202	-0.191	0.152	1.331	0.184	
Stres Kerja -> Kepuasan Kerja	-0.109	-0.101	0.189	0.574	0.566	

Figure 2. Path Coefficients Results

Source: SmartPLS 3.0 Output Results (2024)

#### Specific Indirect Effects

	Mean, STDEV, T-Values, P-...	Confidence Intervals	Confidence Intervals Bias ...	Samples	Copy to Clipboard:	E
		Original Sample (O)	Sample ...	Standard ...	T Statistics ( O/STDEV )	P Values
Beban Kerja -> Stres Kerja -> Kepuasan Kerja		-0.066	-0.059	0.128	0.516	<b>0.606</b>
Kompensasi -> Stres Kerja -> Kepuasan Kerja		0.022	0.021	0.053	0.416	<b>0.677</b>

Figure 3. Results of Iner Model Test  
Source: SmartPLS 3.0 Output Results (2024)

The value generated from the Bootstrapping test is in the form of a t-count value which will then be compared with the t-table value. If the t-calculation is greater than that of the t-table (2.02) at the alpha value level of 5 %, then the estimated value of the path can be said to be significant. If the p values are smaller than the alpha values, it can be concluded that the variable is categorized as significant.

The results of the path coefficients test showed that workload had a positive and significant effect on work stress, this was shown by a t-statistic value of  $> 2.02$  which was 3.699 and a p value of  $< 0.05$  which was 0.000. So that the hypothesis proposed (H1) is supported.

The results of the path coefficients test showed that there was no effect of workload on job satisfaction, this was shown by a t-statistic value of  $< 2.02$ , which was 0.289 and a p value of  $> 0.05$ , which was 0.772. So the hypothesis proposed (H2) is not supported.

The results of the path coefficients test showed that there was no effect of compensation on work stress, this was shown by a t-statistic value of  $< 2.02$ , which was 1.331 and a p value of  $> 0.05$ , which was 0.184. So that the hypothesis proposed (H3) is not supported.

The results of the path coefficients test showed that compensation had a positive and significant effect on job satisfaction, this was shown by a t-statistic value of  $> 2.02$ , which was 3.888 and a p value of  $< 0.05$ , which was 0.000. So that the hypothesis proposed (H4) is supported.

The results of the path coefficients test showed that there was no effect of work stress on job satisfaction, this was shown by a t-statistic value of  $< 2.02$ , which was 0.574 and a p value of  $> 0.05$ , which was 0.566. So the hypothesis proposed (H5) is not supported.

The results of the indirect effect test showed that work stress could not mediate the influence of workload on job satisfaction, this was shown by a t-statistic value of  $< 2.02$ , which was 0.516 and a p value of  $> 0.05$ , which was 0.606. So that the hypothesis proposed (H6) is not supported.

The results of the indirect effect test showed that work stress could not mediate the effect of compensation on job satisfaction, this was shown by a t-statistic value of  $< 2.02$ , which was 0.416 and a p value of  $> 0.05$ , which was 0.677. So the hypothesis proposed (H7) is not supported.

## Discussion

The results of the study show that workload has a positive and significant effect on work stress in PT Jasindo Pratama employees, meaning that the more the employee's workload increases, the level of work stress felt by employees will increase. These findings are in line with research (Prasetyaningtyas, 2022) which found that "Workload has a positive and significant influence on work stress in construction project workers".

The results of the study show that workload does not have a positive and significant effect on job satisfaction, it can be interpreted that job satisfaction in PT Jasindo employees is not affected by workload, even though employees have a high workload, it does not mean that it will reduce employee job satisfaction. The findings of this study are consistent with research by (Fatihin, 2022) which shows that "employee job satisfaction remains not affected by the workload variable in Perum Bulog employees in the NTB Regional Office area. This implies that employee job satisfaction will not be affected by the high or low workload on Perum Bulog employees in the NTB Regional Office area".

The results of the study showed that compensation did not have a positive and significant effect on work stress, high compensation could not reduce work stress, and inappropriate compensation could not increase work stress in PT Jasindo Pratama employees. The findings of this study are consistent with the research conducted (Alianto, 2020) "Compensation does not affect work stress in employees at the staff level of PT. Sumber Buanajaya. This means that the compensation value at PT. Sumber Buanajaya cannot reduce the level of employee work stress".

The results of the study show that compensation has a positive and significant effect on job satisfaction in PT Jasindo Pratama employees, meaning that the more the compensation value increases, the more employee job satisfaction will increase. This finding is in line with research conducted by (Dharmiarto, 2021) that "compensation has a positive and significant effect on job satisfaction".

The results of the study showed that work stress did not have a positive and significant effect on job satisfaction, increasing work stress could not reduce job satisfaction in PT Jasindo Pratama employees. The findings of this study are consistent with the research conducted (Winniecia, 2023) Job satisfaction is not significantly affected by work stress. This shows and has been proven that well-managed work stress does not increase or decrease job satisfaction in employees of PT. Sari.

The results of the study showed that work stress could not mediate the influence of workload variables on job satisfaction. This means that the increasing work stress cannot be a mediator of the relationship between workload and job satisfaction. This shows that employees feel increased work stress caused by excessive or inappropriate workload, which cannot reduce the level of job satisfaction in PT Jasindo Pratama employees. The findings of this study are consistent with the research conducted (Kusmarini, 2022) that there is no influence on workload on job satisfaction with work stress being an intervening variable. This means that work stress cannot be a mediator between workload and job satisfaction.



The results of the study showed that job satisfaction was not mediated by work stress in relation to the compensation variable. This shows that the relationship between compensation and job satisfaction cannot be explained by the level of work stress experienced by PT Jasindo pratama employees. The findings of this study are consistent with the research conducted (Mauliah, 2021) The compensation variable did not have a significant effect on job satisfaction mediated by work stress. This means that compensation has no effect on job satisfaction through work stress at PT Ekosjaya Abadi Lestari.

## Conclusion

Workload has a positive and significant effect on work stress. This means that the more the workload of PT Jasindo Pratama employees increases, the level of work stress felt by employees will increase. Workload has no effect on job satisfaction. This means that the workload characterized by long working hours does not significantly affect the level of job satisfaction in PT Jasindo Pratama employees. The possibility of not having a significant effect is because the employee works according to his ability. Compensation has no effect on work stress. This means that compensation with a high value cannot reduce or increase work stress in PT Jasindo Pratama employees. Compensation has a positive and significant effect on job satisfaction. This means that the more the compensation value increases, the job satisfaction of PT Jasindo Pratama employees will increase. Work stress has no effect on job satisfaction. This means that increasing work stress cannot reduce job satisfaction in PT Jasindo Pratama employees. Work stress cannot mediate the influence of workload variables on job satisfaction. This means that employees feel increased work stress caused by excessive or inappropriate workload cannot reduce the level of job satisfaction in PT Jasindo Pratama employees. Work stress cannot mediate the effect of compensation variables on job satisfaction. This shows that the relationship between compensation and job satisfaction cannot be explained by the level of stress experienced by PT Jasindo Pratama employees at work.

For the next researcher to include more variables in the next study to advance further understanding and to measure the level of job satisfaction among PT Jasindo Pratama employees, additional variables and variants of variables related to work stress research can be listed, such as work environment, work motivation, work discipline, and others.

For PT Jasindo Pratama, pay more attention to the workload, especially in the standard of working time and rest time regulations. Because this can trigger an increase in work stress which is characterized by indicators of irregular dietary changes (overeating or deficit). Although compensation cannot affect work stress in PT Jasindo Pratama employees, compensation can increase job satisfaction. Thus, it is recommended to adjust the compensation value, especially focusing on the incentive part because based on the empirical results of compensation with the provision of incentives is proven to have increased and maintained the productivity of PT Jasindo Pratama employees.



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