
The Importance of Work Balance: Mediation in The Relationship Between Jobs Stress, Workload, and Employee Job Satisfaction

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Abstract

Success in ones job is directly proportional to work life balance. This study aims to ascertain the significance of work-life balance in relation to job stress and heavy workload with job satisfaction PT Suri Adidaya Kapuas Kumai employees. Therefore it is hopeful that the results of the study will be a significant benefit to human resource management of company to improve worker satisfaction and well-being. The research was based on quantitative and survey methodologies. PT Suri Adidaya Kapuas Kumai distributed questionnaires in order to gather information. Since the sample size was the same as the number of representative workers, this sample size was randomly extracted and it was 35 employees. Work stress, workload, work balance, Job satisfaction parts of questionnaire were the sections designed to determine stress levels in the work. The data generated was processed using SMARTPLS. Results: The direct effects of job stress and of workload on work-life balance and of work-life balance impact on job satisfaction were significant. Job stress significantly influences job satisfaction, workload has insignificant effects on contentment in one's work. Work stress moderates positively, work-life balance has negative and work stress interacts positively and off course work stress negatively influences job satisfaction. Consequently, these results provide a foundation for business management for managing the employee stress and workload for satisfactions in their job opportunities.

Keywords: *Work Stress; Workload; Work-Life Balance; Job Satisfaction*

INTRODUCTION

Work-life balance, work stress and workload, job satisfaction are the essentials of Human resource management. The importance of recognising factors which can influence on employee well-being in the work sector as demanded by work is because PT Suri Adidaya Kapuas Kumai adopted a work-for-hire system. And the work-life balance factor plays a more significant role in our working world. This is a behavioural reciprocity that is changing as a consequence of the global economy becoming increasingly competitive, emergence of new technologies and

demands for a transforming work pattern. This makes it crucial to research how striking a balance between one's personal and professional lives affects employee happiness and performance. At present day context, work-life balance is an incredibly topical subject in the professional world. Research has proven that the causes that top employees cite for voluntary turnover are work stress and work overload. PT Suri Adidaya Kapuas Kumai, whose corporate name is located here, is concerned that will not be able to take care of the well-being of its workers due to it being a high energy-consumption sector.

Job stress and heavy Workload: The stress and workload are the main two factors which are playing a vital role in effecting job satisfaction. This makes it crucial to research how striking a balance between one's personal and professional lives affects employee happiness and performance by Putra Halin and Yeni (2024), stress and workload have a significant effect on the level of job satisfaction of PT employees. It seems like a higher burden of stress or workload would lead to lesser job satisfaction. Further studies by Raharjo (2018) strengthen this by working stress can affect the influence of workload on job satisfaction, then managing work stress is very influential in improving job satisfaction. **Between work-life:** Ensure there is quite between personal and work life which is essential to be satisfied with the work you do. The next statement is related with research from Mubarok & Pareke (2024) on work-life balance which is significantly proven to improve employee job satisfaction in any sector:(iii) **Work-life balance:** COVID-19 pandemic has posed a challenge in the way work-life balance and work stress management were done, making people work more. Alblihed and Alzghaibi (2022) found that boredom and intention to quit work were only related to poor work-life balance among primary healthcare workers working during the pandemic. It implies that the work-life imbalance possibly made more stressful and unsatisfied to the workers in emergency situation.

The purpose of the study is to investigate how work-life balance affects how work stress and job satisfaction are related using a sample of employees at PT Suri Adidaya Kapuas Kumai. From this point of view, it is expected that The research on job satisfaction and employee health that is specifically targeted at PT Suri Adidaya Kapuas Kumai will benefit from the findings of this study.

The Problem Formulation and Research Objectives, i.e.

Problem Formulation:

- 1) How workload affects employee job satisfaction at PT Suri Adidaya Kapuas Kumai?
- 2) How Job Stress Affects PT Suri Adidaya Kapuas Kumai Employee Job Satisfaction
- 3) The Influence of Job Stress on Job Job Satisfaction at PT Suri Adidaya Kapuas Kumai
- 4) Whether or not work balance mediates the relationship between workload and employee job satisfaction at PT Suri Adidaya Kapuas Kumai?

5) Therefore, does work-life balance in PT Suri Adidaya Kapuas Kumai operate as a mediator between workplace stress and employee job satisfaction?

Research Objectives:

1. Evaluate work load influence on employee job satisfactions
2. This is to look into how job stress directly affects employee job satisfaction.
3. H3: The relationship between workload and employee job satisfaction is mediated by work-life balance.
4. Mediation testing to evaluate the mediating effects of work-life balance in the relationship between job stress and job satisfaction among employees.

METHOD

Quantitative methods used in this study were questionnaires distributed to some employees PT Suri Adidaya Kapuas Kumai. According to Sugiyono 2013: 13 Quantitative approach can be viewed as a positivisticcentric research that are utilized in the process of statistical procedures and examining the findings on particular populations or samples. The sampling technique is generally done randomly and collecting data using the instructions of how to. The research used approach descriptive to describe the object and the result. The population was all workers of PT Suri Adidaya Kapuas Kumai. Random sampling involved a sufficient number of reactions that are typical of a little township. All of the study's participants were employees of PT Suri Adidaya Kapuas Kumai, amounting to 35 employees at the end of April 2023. According to Sugiyono (2012: 120) proposes that the sample is a part of the characteristics of population and according to Arikunto that if the population is less than 100 then all population can be used as sample to know the characteristics of labor population. Methods: The questionnaire is divided into multiple sections that assess job satisfaction, work-life balance, stress, and workload. A Likert scale with five points was used to measure each variable. Additionally, SMARTPLS was used in the study's data analysis. SMARTPLS Evaluation for Fundamental Dataausal Troubleshooting.

Thinking Process Framework

From this frame of thought, the research seeks to answer the relationship between work stress, workload, work-life balance and job satisfaction, as illustrated in :

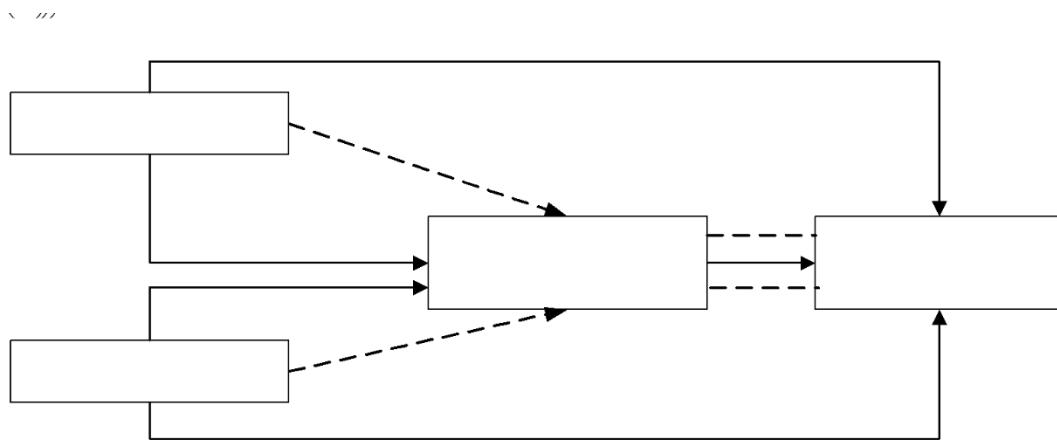


Figure 1. Thinking Process Framework

Description:

The relationship between variable M and variable Y and variable X

The relationship between variables X and Y, with variable M serving as a mediator

Hypothesis

Based on the descriptions above, the researcher can provide several study's hypotheses, namely:

- H1: Work-life balance is positively and significantly impacted by work stress.
- H2: Work-life balance is positively and significantly impacted by workload.
- H3: Job happiness is positively and significantly impacted by job stress.
- H4: Job satisfaction is positively and significantly impacted by workload.
- H5: Job satisfaction is positively and significantly impacted by work-life balance.
- H6: With work-life balance acting as an intervening variable, job stress has a positive and significant impact on job satisfaction.
- H7: When work-life balance is taken into account as an intervening variable, job happiness is positively and significantly impacted by workload.

RESULTS AND DISCUSSION

Overview of Research Objects

With the shipping company PT Suri Adidaya Kapuas, on the street. Pelita RT. 01 RW. Kampung Kumai Hulu 01, Kecamatan Kumai. PT Suri Adidaya Kapuas offer of services are among: (1) the handling of ship documents; (2) loading and unloading at Panglima Utar harbor; and (3) handling of the ship tax payment documents. Singapore, Thailand and the Philippines declared that they are already sending ships to patrol in Indonesian waters where they receive document management and customs duties in the form of services provided. The Container Handling Charge (CHC): which serves as the import-export container loading and unloading rate is US\$ 83 per TEU.

Calculation Result

The research data is analyzed using SmartPLS 3.2.9 [55]. The convergence validity value of each indicator in this model all led to data reduction because the

assumption of being invalid occurs, it is already known that there are still outer loadings of variable indicators than 0.50 for variables X2. 1 and Y1. The number 4 states that the indices of these variables are inadequate and in this study, the sign of inadequate indicators are deleted. Furthermore, it has been identified that the AVE value of work stress (X1) was less than 0.5 so there was one data was subject to reduction again as follows:

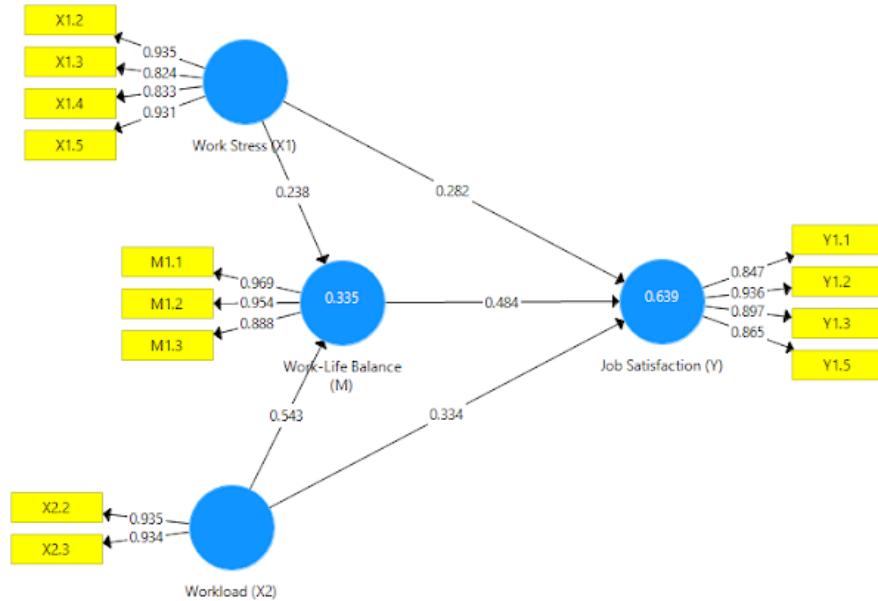


Figure 2. Data Processing Results

The table below displays the AVE root value of the model used in this investigation.

Table 1. Construct Reliability and Validity Revision

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Workload (X2)	0.854	0.854	0.932	0.873
Job Satisfaction (Y)	0.909	0.911	0.936	0.787
Work-life Balance (M)	0.931	0.931	0.956	0.879
Job Stress (X1)	0.907	0.943	0.933	0.778

Source: Results of Data Processing with SmartPLS, 2024

Based on the table above, all constructs in this research model are valid because the AVE value of each construct is greater than 0.50.

Model Collinearity Test

Value of the Variance Inflantory Factor (VIF) is used to verify the model's collinearity. A collinearity problem exists if the VIF is larger than 5.00; if it is less

than 5.00, no collinearity problem exists. Table displays the model's collinearity test results for the current investigation.

Table 2. Collinearity Statistics (VIF) -Outer VIF Values

	VIF
M1.1	3.545
M1.2	4.206
M1.3	2.411
X1.2	2.391
X1.3	3.165
X1.4	3.079
X1.5	2.235
X2.2	2.248
X2.3	2.248
Y1.1	2.423
Y1.2	4.544
Y1.3	3.981
Y1.5	2.243

Source: Results of Data Processing with SmartPLS, 2024

According to the earlier table, all of the indicators in this research model are without collinearity problems as indicated by Victoria Inflation Factor (VIF) value.

Reliability Test

We can use the following provisions to identify the reliability of the variables in this study, Reliability is indicated by values of more than 0.7 for Cronbach Alpha, more than 0.7 for Rho A, and more than 0.6 for the Composite Reliability Value. Additionally, Table 2 above demonstrates that each construct's Cronbach Alpha and Rho A values are greater than 0.7.

Inner Model Model Structure Test

R2 (R Square) has been tested for the inner model for the Model structure for this analysis of the research. R2 is the percentage change in the value of the endogenous variable and exogenous variable.

The R2 value in this research model is interpreted based on [67], an R2 value > 0.75 is classified as substantial (the proportion is large/strong), an R2 value between 0.25 and 0.75 is classified as moderate (the proportion is medium) and an R2 value < 0.25 is classified as weak (the proportion is small)

Table 3. Matrix R Square

	R Square	R Square Adjusted
Job Satisfaction (Y)	0.639	0.604
Work-life Balance (M)	0.335	0.293

Source: Results of Data Processing with SmartPLS, 2024

The aforementioned table demonstrates that significant amounts (moderate) of the R² Job Satisfaction (Y) value of 0.639 are included, while the remaining 36.1% is explained by factors not included in the study's model. Additionally, the R² Work Life Balance (M) value of 0.335 includes portions indicates that 63.9% of the variation in the exogenous variables can be explained by endogenous variables. Lump sum (moderate) with 66.5% representing the amount of other factors outside the study's model and 33.5% representing the percentage of fluctuations in endogenous variables that may be explained by exogenous variables in these studies

Hypothesis Test

To test the hypothesis in this model, it can be seen from the graph and table below.

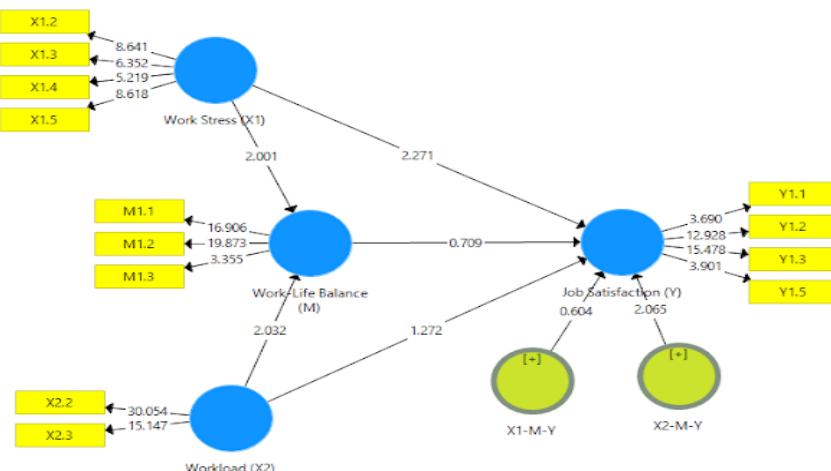


Figure 3. Data Processing Results with Mediating Variables

Source: Results of Data Processing with SmartPLS, 2024

Path Coefficience

To examine how endogenous and exogenous variables affect each other. Here are the criteria: A Positive path coefficient: If the relationship between exogenous variables and endogenous variables is unidirectional, the path coefficient value will be positive and will rise as the exogenous values rise. The path coefficient's negative value indicates that exogenous variables have the opposite effect on endogenous variables., i.e., the endogenous variable would decrease as the exogenous value increases. If the value in the significance p is smaller than 0.05, the trend is significant (accepted) and if is higher than 0.05, the

trend is not significant. Road Coefficients (Path Coefficient Values) of this Research Model are Given in the table below.

Path Coeficients

Table 4. Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Workload (X2) -> Job Satisfaction (Y)	0,228	0,282	0,174	1310,000	0,099
Workload (X2) -> Work-Life Balance (M)	0,543	0,467	0,251	2161,000	0,019
Work-life Balance (M) -> Job Satisfaction (Y)	0,126	0,132	0,193	0,650	0,260
Job Stress (X1) -> Job Satisfaction (Y)	0,242	0,249	0,125	1934,000	0,031
Job Stress (X1) -> Work-Life Balance (M)	0,238	0,215	0,141	1691,000	0,050
X1-M-Y -> Job Satisfaction (Y)	-0,109	-0,065	0,146	0,748	0,230
X2-M-Y -> Job Satisfaction (Y)	-0,277	-0,264	0,092	3028,000	0,002

Source: Data Processing Results with SmartPLS, 2024

It is evident from the preceding table that:

- The effect of work stress on work-life balance is known that the significance value (p-value) of 0.050 is smaller than 0.05, meaning that there is a positive and significant effect. (Hypothesis 1 is accepted / proven to be true)
- How workload affects work-life balance 0.019's significance value (p-value) is recognized to be less than 0.05, indicating a positive and significant effect. (Hypothesis 2 is accepted / proven to be true)
- Job stress is known that the significance value (p-value) of 0.031 is smaller than 0.05, meaning that there is a positive and significant effect. (Hypothesis 3 is accepted / proven to be true)
- Workload's impact on job happiness is known to have a significance value (p-value) of 0.099 greater than 0.05, meaning that there is no positive and insignificant effect. (Hypothesis 4 is rejected / not proven true)
- The effect of work-life balance on job satisfaction is known to have a significance value (p-value) of 0.260 greater than 0.05, meaning that there is no positive and insignificant effect. (Hypothesis 5 is rejected / not proven true)

- f. Moderation of work-life balance in the effect of job stress on job satisfaction is known to have a significance value (p-value) of 0.230 greater than 0.05, meaning that work-life balance does not moderate positively and is not significant in the effect of job stress on job satisfaction. (Hypothesis 6 is rejected / not proven true)
- g. Moderation of work-life balance in workload's impact on job happiness is known to have a significance value (p-value) of 0.002 smaller than 0.05, meaning that work-life balance moderates positively and significantly in workload's impact on job happiness. (Hypothesis 7 is accepted / proven true)

Discussion

Below is a conversation of three critical factors that determine an employee job satisfaction pertains to — work stress, workload and work-life balance.

- a. Work stress has a positive and substantial impact on work-life balance, as demonstrated by the results of the above hypothesis testing, with a significance value of 0.050. This would indicate that the amount of stress moderators may impact the efforts of employees to reconcile their social and working lives. This validates the earlier research by Mohammed Alblighed and Haitham Ali Alzghaibi (2022) that job stress has a major influence on work-life balance, especially during pandemics when work pressure is elevated and burdened..
- b. Significance Value of Work Load with on Work-Life Balance: Significance value is 0.019 which shows as work load increases work-life balance has positive affects significantly. The implication of this is that workers with a lot of responsibilities, such as families, might feel the need to juggle their personal and work lives in other ways. Rizky Nugroho Raharjo (2018) and Dwi Rekta Ramadhan (2024) stated, Workload can be the reason for work-life balance, in case of high workload the employees will be motivated to find this balance as much as possible.
- c. Job Stress → Job Satisfaction; A higher level of job stress is associated with decreased job satisfaction, with a significance value of 0.031. The findings demonstrated that, despite popular belief that job stress has detrimental effects, with appropriate management, it can actually increase employee motivation and satisfaction. Supported by research conducted by Salman Farisi and Ilyas Hadi Pane in 2020 who also had results that job stress had a positive effect on employee job satisfaction at the Medan City Education Office.
- d. Influence of Workload on Job Satisfaction: The level of significance has greater value (0.99) which is an evidence that Workload can't affect positively the Job Satisfaction. This means that satisfaction does not seem to rise with even greater work loads. This result is in line with findings by Dwi Rekta Ramadhan (2024) on the effect of workload on job satisfaction.
- e. Effect of Work-Life Balance on Job Satisfaction: Work-life balance has negligible or no significant influence on job satisfaction with a significance value of 0.260. The implication that work-life balance is important which

agrees with the study of George (2008) but the study of Verbruggen (2003) denies that there is a meaningful correlation between work-life balance and job happiness. In the meantime, research conducted in the workplace by Natalia Isabela Tupamahu, Bernhard Tewal, and Irvan Trang (2021) explains that work-life balance has no bearing on job happiness.

- f. Influence of Work-Life Stress on Job Satisfaction and Work-Life Balance: The test findings show that, with a significance value of 0.230, the influence of work-life balance on job satisfaction or job stress is not significant.. This shows that the positive effect of job stress on job satisfaction does not magnify or diminish if work life balance is in place. This result is similar to the research by Fenia Annamaria Rondonuwu that 'The effect of job stress on employees' job satisfaction is not moderated by work-life balance '(Rondonuwu Appetidor et al., 2018).
- g. Role Workload, Work-Life Balance and Job Satisfaction: Work-life balance considerably reduced the impact of workload on job satisfaction. ($p = 0.002$). This means that a state of equilibrium in your professional life influences your level of job satisfaction positively. Our work-life balance here actually makes the relationship between job satisfaction and workload more significant, as research done by Renaldo R. Lumunon et al., this year.

CONCLUSION

The study provides valuable information on job satisfaction for work stress, work pressure, workload and work-life balance. This implies that while work stress and workload can individually affect work-life balance and job satisfaction, the moderating effect of work-life balance seems to matter only in the case of workload. These results provide the rationale for company management to manage the work stress and work load among people.

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