The Role of Job Stress in Mediating the Influence of Work-Life Balance and Workload on Employee Job Satisfaction ((Study on PT. Margaria Group Yogyakarta)

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Abstract

The type of research that researchers conduct is quantitative research which aims to determine the effect of Work-Life Balance and Workload on Employee Job Satisfaction with Job Stress as a mediating variable. The population used in this study were 210 employees of the production department of PT Margaria Group Yogyakarta. The sampling technique was carried out using probability sampling with the method of Issac and Michael so that a sample of 136 employees was obtained with the majority being female as many as 82 people, the majority aged 20-25 as many as 61 people, with the majority married status as many as 105 people, the majority of high school / high school education as many as 84 people, the majority of 5-10 years of service as many as 63 people. Data collection was carried out using a questionnaire. The analysis technique used in this research is path analysis. The results of this study concluded that Work-Life Balance has a positive and significant effect on Employee Job Satisfaction and Workload has a positive and significant effect on Employee Job Satisfaction. Work-Life Balance and Workload have a significant effect on Employee Job Satisfaction indirectly through Job Stress as a mediating variable.

INTRODUCTION

Human resources are the largest basic capital owned by any company, both profit and non-profit oriented. In a company, human resources play a very important role in carrying out company activities. The ability of human resources determines the success of a company in achieving its goals. Human resources are expected to make a major contribution in carrying out company activities.

PT Margaria Group Yogyakarta is an industrial company engaged in retail and services. PT Margaria Group Yogyakarta has 210 employees. The more human resources owned, the more complex the management becomes. One of the keys to the company's success in order to develop and continue to advance lies in the management of human resources. It is important for companies to pay attention to job satisfaction issues in good human resource management, because job satisfaction can create a pleasant work atmosphere and of course this will encourage employee productivity (Rondonuwu et.al, 2018).

Table 1. Employee Resignation Data of PT Margaria Group Yogyakarta 2018-2022

Year	Number of Employees Resigned	Percentage change
2018	45	-
2019	47	4,44%
2020	50	6,38%
2021	52	4,00%
2022	56	7,69%
Average	**50**	**4,50%**

Source: PT Margaria Group (2022)

Employees will express dissatisfaction with exit, voice, loyalty, neglect, (Robbins, 2006). Based on table 1.1, it can be seen that there are problems related to job satisfaction which can be proven by the high level of employee resignation. Based on the table above, the average employee resigns each year is 50 employees. Employee turnover will be a serious problem for the company if it is more than 10% per year (Akhsanu, 2012). At PT Margaria Group, if seen from the table above, the employee resignation rate has exceeded the normal limit. With this decrease in job satisfaction, of course, the company's operational activities can be constrained.

In an effort to increase employee job satisfaction, companies must pay attention to the work-life balance of employees. Because a good work life balance will increase employee job satisfaction. Based on interviews with employees of PT Margaria Group Yogyakarta, employees have felt a lack of work-life balance because of the pressure to achieve production targets, making it difficult to divide work time and time with family. Busy working hours cause less free time to rest or meet friends and family. When employees are too busy with their work, that's when employees will lose valuable time with family, friends or just to rest (Hudson, 2005)

Excessive workload can also affect employee satisfaction. Workload is a number of activities that must be completed by a person by utilizing their abilities within a certain period of time (Dhania, 2010). Based on interviews with employees of PT Margaria Group Yogyakarta, the workload in the company is quite high because the company is engaged in retail and services. This is also because the company has many target achievements or requests from consumers. High target achievement or consumer demand creates pressure for employees both physically and non-physically.

The high workload will affect the level of employee work stress which will also have an impact on employee job satisfaction. Too much workload causes tension in a person, causing stress (Sunyoto, 2012). Several factors can cause an employee to experience stress, one of which is excessive workload (Kinicki & Fulgate, 2018). Based on the results of interviews with employees of PT Margaria Group Yogyakarta, the work stress felt by employees is quite high due to high workload and lack of work life balance. High work stress is very bad for employees and companies. Because high work stress will cause changes in productivity levels, absenteeism, absenteeism and employee exit rates, as well as changes in eating habits, smoking alcohol consumption, fast talking, anxiety and sleep disturbances.

LITERATURE REVIEW
Job Satisfaction

Job satisfaction is an employee's feeling towards the work done both towards the achievements and performance produced by an employee. Job satisfaction is a positive feeling from employees towards their work resulting from an evaluation of its characteristics (Robbins,

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2018). there are 5 indicators of measuring job satisfaction, namely: work itself, salary/wages, opportunities/promotion, coworkers and supervision (Robbins, 2018).

Work Life Balance

Work Life Balance is a balance between personal life and work. Work life balance is defined as the total time of employee devotion in paid work and roles outside of work (Hudson, 2005). There are 2 indicators of work life balance, namely time balance and engagement balance (Hudson, 2005).

Workload

Workload can be intended as a number of work demands that must be carried out by an employee within a predetermined period of time. Workload is a set or a number of activities that must be completed by employees as an organizational unit with a predetermined deadline (Koesomowidjojo, 2017). There are 3 indicators of workload, namely work conditions, use of working time, and targets that must be achieved (Koesomowidjojo, 2017).

Job Stress

Job stress can be intended as a condition that psychologically affects an employee towards his work. Work stress is a condition of tension that affects a person's emotions, thought processes and conditions (Handoko, 2011). There are 3 indicators of job stress, namely excessive burden, pressure or time pressure, and poor quality supervisors (Handoko, 2011).

HYPOTHESIS DEVELOPMENT

Hypothesis is a presumption of a temporary statement but is able to predict what is to be found in research (Sekaran and Bougie, 2017). Based on the problem formulation and framework above, the hypothesis in this study is as follows:

H1: Work life balance can have a direct effect on job satisfaction of employees of PT Margaria Group Yogyakarta.

H2: Workload can have a direct effect on job satisfaction of employees of PT. Margaria Group Yogyakarta.

H3: Job stress can mediate the effect of work life balance on job satisfaction of employees of PT. Margaria Group Yogyakarta.

H4: Job stress can mediate the effect of workload on job satisfaction of employees of PT. Margaria Group Yogyakarta.

RESEARCH METHOD

The research conducted used quantitative methods. According to Uma Sekaran & Bougie (2017: 76) is a scientific method whose data is in the form of numbers or numbers that can be processed and analyzed using mathematical or statistical calculations.

Conceptual Framework

This study consists of 2 (two) independent variables or independent variables, namely work life balance and workload. 1 (one) dependent variable or dependent variable, namely job satisfaction. 1 (one) mediating variable, namely job stress. For more clarity, it is illustrated through the following chart:
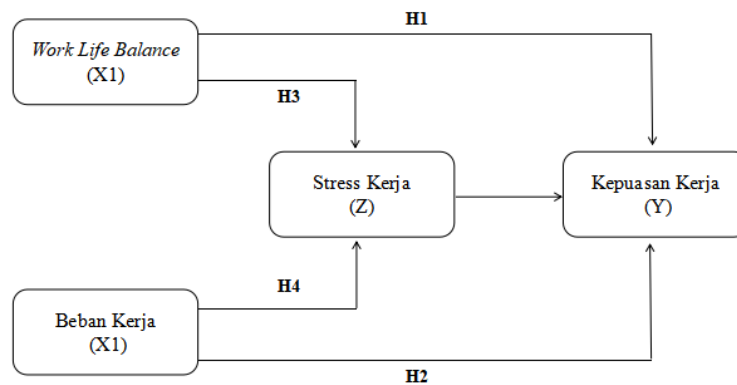
Figure 1: Conceptual Framework

Sampling

Sample is a research object or subject that is selected to represent the entire population (Bawono, 2006). This is done to save time and money.

The technique for determining the number of samples in this study is to use the Isaac and Michael formula (Sugiyono, 2013). The sample was taken based on the total population at PT Margaria Group Yogyakarta, which was 210. By using the Isaac and Michael calculation formula (Sugiyono, 2013):

$$s = \frac{\lambda^2 \cdot N \cdot P \cdot Q}{d^2(N-1)\lambda^2 \cdot P \cdot Q}$$

To use this Isaac and Michael formula, the first step is to determine the error tolerance limit. This error tolerance limit is expressed as a percentage. The smaller the error tolerance, the more accurately the sample describes the population. For example, conducting research with an error tolerance limit of 5% (0.5), means having an accuracy rate of 95%.

In this study, a population of 210 employees at PT Margaria Group Yogyakarta was obtained, and an error tolerance limit of 5% and a value of d = 0.05 were determined. Then the number of research samples can be determined as follows:

$$s = \frac{3,841 \times 210 \times 0,5 \times 0,5}{0,05^2 \times (210-1) + 3,841 \times 0,5 \times 0,5} = 135,998988 = 136 \; sample$$

In the calculation of the formula above, it can be determined that the number of samples in primary data collection is carried out on 136 employee samples.
If it is detailed, it can be seen in the following table:

Table 2. Number of Employees and Samples used

No	Division	Number of Production Employees	Sample
1	SPV Hem	38	25
2	SPV Rok	45	30
3	SPV Luar	30	19
4	Sanggan Division	30	19
5	Vermak Division	30	19
6	Koordinator Modiste	37	24
	Total	**210**	**136**

Source: Primary data processed (2023)

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Sampling Technique

The sampling technique used by researchers is probability sampling. Probabilistic sampling is a sampling technique that provides an equal opportunity for each element (member) of the population to be selected as a sample member (Sugiyono, 2017). The probability sampling method used is simple random sampling, which means that at most n samples are taken from N populations and each member of the population has the same opportunity to choose.

Data Collection Technique

Interview

Interviews can be structured or unstructured. Interviews can be conducted face-to-face, over the phone, or online (Sekaran and Bougie, 2017). Interviews are conducted to obtain additional information that can support research. In this study, interviews were conducted with HRD from PT Margaria Group Yogyakarta to obtain data about the company directly.

Questionnaire

The data collection technique used in this study is to use a questionnaire. A questionnaire is a pre-formulated list of written questions where respondents will record their answers, usually in clearly defined alternatives (Uma Sekaran and Roger Bougie, 2017). The questionnaire was distributed online using Google Forms (gform).

The researcher has provided a closed type questionnaire that will be used with a list of questions relating to the respondent's identity, terms and conditions, and several question items regarding work-life balance, workload, work stress and job satisfaction so that the respondent only has to choose the answers provided by the researcher.

In the study, a questionnaire was used to measure respondents' opinions using a Likert scale. Likert scale is a scale used to measure how strongly the subject level agrees or disagrees with the respondent on the questions asked by the researcher in the questionnaire (Sekaran and Bougie, 2017). The variable will be measured using a score of 1 (strongly disagree) to a score of 5 (strongly agree). The score used will measure respondents' opinions and perceptions of social phenomena. Explanations related to the determination of scores are as follows:

Table 3. Likert Scale Categories

Skor	Alternative Answer	Description
5	Sangat Setuju	SS
4	Setuju	S
3	Cukup	C
2	Tidak Setuju	TS
1	Sangat Tidak Setuju	STS

Source: Sekaran dan Bougie (2017)

Validity Test

The validity test is used as a tool to test and show the degree of accuracy that actually occurs on the object with the data that has been collected by the researcher. To test the validity in this study, researchers used convergent validity and discriminant validity using smart PLS 3. The convergent validity test can be seen from the loading factor value for each construct indicator. The rule of thumb that is usually used to assess convergent validity is that the loading factor value must be more than 0.7 (Ghozali & Latan, 2015).

Reliability Test

Reliability test is a measurement that will show the extent to which the measurement will be examined without bias or error and can guarantee the consistency of measurements in various research instruments (Sekaran and Bougie, 2017). In this study, the reliability test was carried

out based on composite reliability, Croncbach's Alpha and Average Variance Extracted (AVE) values. A construct is declared reliable if the value of composite reliability is more than 0.7, the Croncbach's Alpha value is more than 0.6 and the AVE value is more than 0.5 (Ghozali, 2012).

Descriptive Analysis

Descriptive analysis is a statistic used to analyze data by describing or describing the data that has been collected as it is (Sugiyono, 2016). Included in descriptive statistical analysis will describe the characteristics of respondents (such as age, gender, education, and length of work). Furthermore, researchers will process the existing data by grouping, tabulating, then giving an explanation.

Quantitative Analysis

The data analysis method in this study is Partial Least Square (SEM-PLS) using SmartPLS software version 3. The PLS calculation stages use 2 models, namely the Measurement Model (Outer Model) and Structural Model Testing (Inner Model).

Path Analysis

Path analysis allows researchers to analyze more complex models that multiple linear regression cannot. Path analysis can also be used to determine direct and indirect relationships, one of which is through mediating variables. Path analysis presents the causal relationship between variables in the form of images to make it easier to read. This depiction is done to explain the relationship that occurs both dependent and independent variables or other relationships to the moderation variable.

RESULTS AND DISCUSSION

Descriptive analysis is used in this study to provide an explanation of how respondents feel about variables and indicatorsrelated to their relationship. About the variables and indicators associated with their relationship. Specifically, Descriptive analysis is used to describe the responses of 136 employees at PT Margaria Group Yogyakarta.

Table 4. Results of Convergen Validity Test

Variabel	Indikator	Loading Factor	Rule Of Thumb	Kesimpulan
Work life balance	X1.1	0.821	0.70	Valid
	X1.2	0.805	0.70	Valid
	X1.3	0.833	0.70	Valid
	X1.4	0.797	0.70	Valid
Beban kerja	X2.1	0.707	0.70	Valid
	X2.2	0.736	0.70	Valid
	X2.3	0.810	0.70	Valid
	X2.4	0.803	0.70	Valid
	X2.5	0.843	0.70	Valid
	X2.6	0.867	0.70	Valid
Kepuasan kerja	Y1.1	0.717	0.70	Valid
	Y1.2	0.749	0.70	Valid
	Y1.3	0.810	0.70	Valid
	Y1.4	0.806	0.70	Valid
	Y1.5	0.716	0.70	Valid
	Y1.6	0.740	0.70	Valid
	Y1.7	0.815	0.70	Valid
	Y1.8	0.709	0.70	Valid
	Y1.9	0.712	0.70	Valid
	Y1.10	0.733	0.70	Valid
Stres kerja	Z3.1	0.863	0.70	Valid
	Z3.2	0.886	0.70	Valid
	Z3.3	0.885	0.70	Valid
	Z3.4	0.902	0.70	Valid
	Z3.5	0.900	0.70	Valid
	Z3.6	0.890	0.70	Valid

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The processing results using SmartPLS can be seen in table 4. the outer model value or the correlation between constructs and variables has met the validity. All loading factors have a value above 0.70 so that all constructs are included in the model.

Table 5. Results of Discriminan Validity Test

	Work life balance	Beban kerja	Kepuasan kerja	Stres kerja
X1.1	**0.821**	0.585	0.447	-0.075
X1.2	**0.805**	0.470	0.401	-0.130
X1.3	**0.833**	0.544	0.441	0.041
X1.4	**0.797**	0.518	0.450	-0.081
X2.1	0.573	**0.707**	0.298	0.040
X2.2	0.526	**0.736**	0.267	0.044
X2.3	0.465	**0.810**	0.373	0.177
X2.4	0.484	**0.803**	0.332	0.124
X2.5	0.531	**0.843**	0.409	0.127
X2.6	0.568	**0.867**	0.520	0.111
Y1.1	0.296	0.335	**0.717**	-0.094
Y1.2	0.426	0.394	**0.749**	-0.166
Y1.3	0.512	0.420	**0.810**	-0.176
Y1.4	0.471	0.502	**0.806**	0.019
Y1.5	0.373	0.327	**0.716**	0.025
Y1.6	0.330	0.296	**0.740**	-0.036
Y1.7	0.431	0.408	**0.815**	-0.110
Y1.8	0.384	0.288	**0.709**	-0.071
Y1.9	0.371	0.242	**0.712**	-0.081
Y1.10	0.356	0.291	**0.733**	-0.088
Z1.1	-0.100	0.119	-0.132	**0.863**
Z1.2	-0.054	0.125	-0.095	**0.886**
Z1.3	-0.067	0.069	-0.134	**0.885**
Z1.4	-0.093	0.096	-0.110	**0.902**
Z1.5	-0.029	0.173	-0.060	**0.900**
Z1.6	-0.050	0.138	-0.042	**0.890**

Based on the results of data processing in table 5., it shows that the loading factor value of each variable is greater than the cross loading value. Therefore, it can be concluded that all indicators of all variables used in this study are declared valid.

Table 6. Result of Reliability Test

No	Variabel	Composite Reliabilty	croncbach's Alpha	Average Variance Extracted (AVE)
1	Work life balance	0.887	0.831	0.663
2	Beban kerja	0.912	0.885	0.634
3	Kepuasan kerja	0.928	0.915	0.565
4	Stres kerja	0.957	0.946	0.788

Source: Primary data processed (2023)

Based on table 6., it can be explained that all constructs meet the reliability criteria. This is indicated by the composite reliability value above 0.70, Croncbach's Alpha value above 0.60 and AVE above 0.50 as recommended criteria (Ghozali, 2012).

Table 7. Result of Path Koefisien

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work life balance → Kepuasan kerja	0.355	0.096	3.718	0.000
Work life balance → Stres kerja	-0.286	0.095	3.007	0.003
Beban kerja → Kepuasan kerja	0.262	0.089	2.952	0.003
Beban kerja → Stres kerja	0.323	0.091	3.540	0.000
Stres kerja → Kepuasan kerja	-0.117	0.072	2.258	0.001

Source: Primary data processed (2023)

Table 7. above provides the estimate output for structural model testing. Based on this table, it is concluded that each hypothesis has a significant positive and significant negative effect. This can be seen based on the original sample value and p value <0.05.

Table 8. Result of Specific Indirect Effect

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work life balance → Stres kerja → Kepuasan kerja	0.103	0.074	2.257	0.000
Beban kerja → Stres kerja → Kepuasan kerja	-0.115	-0.079	2.567	0.003

Source: Primary data processed (2023)

The indirect effect test is presented in table 8. above. The basis used in testing the indirect effect hypothesis is the specific indirect effect output value in SmartPLS. Table 8. above provides the output estimate for the test. Based on this table, it is concluded that the work stress variable mediates the effect of work life balance and workload on job satisfaction. This can be seen based on the p value <0.05.

Hypothesis 1

The results of testing the first hypothesis show that the effect of work life balance on job satisfaction shows a path coefficient value of 0.355 and a t-statistic value of 3.718 (Significant: >1.96) with a p value of 0.000. With a positive and significant value direction. This means that with a good and maintained work life balance, it will increase employee job satisfaction, and vice versa when work life balance is not good, it will reduce employee job satisfaction.

On this basis, the first hypothesis which states that work life balance has a direct effect on job satisfaction is accepted / supported.

Hypothesis 2

The results of testing the second hypothesis show that the effect of workload on job satisfaction shows a path coefficient value of 0.262 and a t statistic value of 2.952 (Significant: >1.96) with a p value of 0.003. With a positive and significant value direction. This means that when workload is high, job satisfaction will increase, and vice versa when workload decreases, job satisfaction will decrease.

On this basis, the first hypothesis which states that workload has a direct effect on job satisfaction is accepted / supported.

Hypothesis 3

Based on the results in table 4.10, it can be seen that the path coefficient value is 0.103 and the t statistic is 2.257 (significant: > 1.96) with a p value of 0.000 (p < 0.05). This means that it can

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be concluded that the indirect effect is significant. This shows that job stress is able to mediate the effect of work life balance on job satisfaction.

On this basis, the third hypothesis which states that job stress mediates the effect of work life balance on job satisfaction is accepted/supported.

Hypothesis 4

Based on the results in table 4.10, it can be seen that the path coefficient value is -0.115 and t statistic 2.567 (significant: > 1.96) with a p value of 0.003 ($p < 0.05$). This means that it can be concluded that the indirect effect is significant. Because the t statistic value is greater than the t table and p value <0.05. This shows that work stress is able to influence workload on job satisfaction.

On this basis, the fourth hypothesis which states that work stress mediates the effect of workload on job satisfaction is accepted/supported.

Discussion

Direct Effect

Based on the results of data analysis, it shows that work life balance has a positive and significant effect on job satisfaction. This means that when the work life balance consisting of time balance and engagement balance increases, it will also directly increase employee job satisfaction. Employees feel that a good work life balance is very necessary because it can directly increase job satisfaction This is also reinforced by the theory according to Lazar et al. (2010) as for the benefits of work life balance for employees, one of which is to increase job satisfaction. Employees of PT Margaria Gorup Yogyakarta who have a good work life balance and can divide between personal life and work certainly have good job satisfaction.

The results of this study strengthen the results of research conducted by Mohamad Rizan et.al (2022) which found that work life balance has a positive and significant effect on employee job satisfaction.

Based on the results of data analysis, it shows that workload has a positive and significant effect on job satisfaction. Based on the results of data analysis and by looking at the total mean in table 4.4, it means that the workload given by PT Margaria Group Yogyakarta to employees is in accordance with the abilities and skills and capacities of employees, so that the burden given causes an increase in job satisfaction.

This means that when employees get a workload that is in accordance with their abilities and capacities and are able to cope with the workload, it will increase their own sense of satisfaction because they have succeeded in completing the job and also due to the sense and ability of employees to enjoy every challenge in the job. In the process of creating a good workload, it is characterized by various indicators such as work conditions, use of working time, and targets that must be achieved. If these three things can be managed well by the company, it is not impossible that high workload can increase employee job satisfaction. The results of this study are in line with previous research by Rum Siti Rahma et.al (2022) which states that workload has a positive and significant effect on job satisfaction.

Indirect Effect

Based on data analysis, it shows that job stress is able to mediate the effect of work life balance on job satisfaction. This can be seen from the t statistic value of 2.257> t table (1.96) and p value of 0.000 <0.05. as for the data generated this means influential and significant. These results indicate that work life balance affects employee job satisfaction in two ways, namely work life balance has a direct effect on employee job satisfaction and can have an effect through mediation of job stress. This means that when work life balance increases it will make

employee work stress decrease, with a decrease in work stress it will increase employee job satisfaction at PT Margaria Group Yogyakarta. Work life balance can be defined as satisfaction and good function between at work and at home, with low levels of role conflict and stress (Moedy, 2013). With low levels of conflict and stress, job satisfaction will arise, so it can be said, if an individual's work life balance is good, it will have a positive effect on the level of job satisfaction in that individual.

These results are in line with research conducted by Nurendra & Saraswati (2017) with the results of research that the effect of work life balance on job satisfaction with job stress as a mediating variable is proven, which means that work life balance can increase job satisfaction by reducing job stress, or conversely low work life balance can reduce job satisfaction because it will increase job stress. Meanwhile, in another study, namely research conducted by Satriansyah (2018) which states that job stress plays a role in helping the influence of work life balance on job satisfaction but plays a small role or mediates partially.

Based on data analysis shows that work stress is able to mediate the effect of workload on job satisfaction. This can be seen from the t statistic value of 2.567> t table (1.96) and p value of 0.003 <0.05. as for the data generated this means influential and significant. These results indicate that workload affects employee job satisfaction in two ways, namely the load can directly affect employee job satisfaction and can affect it through mediation of job stress. This means that the higher the workload will result in higher employee work stress, with high employee work stress it can make employee job satisfaction decrease at PT Margaria Group Yogyakarta.

The results of this study support previous research from Laily & Mardi (2019) that high and excessive workloads cause high nurse work stress, with high nurse work stress it can lead to decreased nurse job satisfaction at Unipdu Medika Hospital Jombang.

CONCLUSION

Based on the research results as described in the previous chapter, several conclusions can be drawn, namely: Work life balance has a direct effect on job satisfaction at PT Margaria Group Yogyakarta with a positive and significant direction. This means that the better the work-life balance, the more job satisfaction will increase. Workload has a direct effect on job satisfaction at PT. Margaria Group Yogyakarta with a positive and significant direction. This means that the higher the workload, the more job satisfaction will increase. Job stress mediates the effect of work-life balance on job satisfaction at PT. Margaria Group Yogyakarta. Job stress mediates the effect of workload on job satisfaction at PT. Margaria Group Yogyakarta.

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