

# Determinant of Working Satisfaction Factors with Level of Stress as Intervening Element

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**Abstract:** *Employees are valuable corporate assets and must be managed well by the organization or company, so that employees can give their optimal contribution. One of the main concern for any organization is their employee work satisfactions. This study test the effect of Workload, Families, Work Environment to Work Satisfaction with Level of Stress as intervening factor. The population that were test in this study is 110 people, and no sample calculation is needed. This study used Workload, Families, and Work Environment as Independent variables, Work Satisfaction as Dependent variable, and Level of Stress as Intervening variable. Simple regression and path analysis were used in this study for data analysis, and used SPSS 24 as statistical software. The result of this study is that Workload, Families, and Work Environment has no significant effect to Work Satisfaction through Level of Stress. Few suggestion are put forward in this study, one of which is intended for corporation. The employers or corporations are expected to anticipate the level of saturation experienced by its workers.*

**Keywords:** Work Satisfaction, Level of Stress, Workload, Work Environment, Families

## 1. Introduction

Employees are valuable organizational assets and must be managed well by the organization or corporation, these goals so that employees can make optimal contributions. One of the things that should be the main concern of the organization or company is the job satisfaction of its employees, because every employee who does not feel comfortable at work, is undervalued and cannot develop their potential, indirectly employees are not focused and concentrate on their work.

Quality of the Human Resources (HR) is a major factor in improving performance productivity in an organization or company. Therefore, it is necessary for Human Resources who have high competence because the ability of each individual will be able to support the improvement of employee performance.

Many people assume that employee job satisfaction is more determined by the high level of income and other financial factors. This is an incorrect assumption because there are many other factors that can affect the level of job satisfaction, one of the factors is the relationship between employees and leaders with their subordinates that determine the level of job satisfaction.

Work and family are two sides of different human lives, especially employees who spend most of their time in the office. Although different, work and family are a whole as both are related to fulfilling one's life. So work life can be associated with someone and their family. How good is a human society with its implications for business and the economy depends on the relationship between someone and family.

The work environment is something that is around the workers and that affects them in carrying out the tasks that are charged to them [1]. Job stress is a form of response of a person, both physically and mentally to a change due to the environment that is perceived as disturbing and causing them to be threatened. Every aspects could triggered the level of

stress at work.

This study aims to find the effect from workload, family, and work environment to work satisfaction with level of stress as intervening factor.

This study are divided into several sections. Section 2 discusses the literature review, section 3 discusses the research methodology, section 4 discusses the discussion of research results, and finally section 5 discusses conclusions and suggestions.

## 2. Literature Review

Job satisfaction is an emotional attitude of someone who is pleasant and likes his job. This attitude is seen by work morale, discipline, and work performance [2]. The more aspects of the work that are in accordance with the wishes of each individual, the higher the level of satisfaction obtained. Likewise, the opposite applies, the more aspects of the work that are not in accordance with the wishes of each individual, the lower the level of satisfaction obtained [3].

Job satisfaction has an important role in the success of a company in the current era. With the existence of job satisfaction that can grow from within an employee, then the employee will bring up a positive attitude while employees who have a low level of job satisfaction then the employee will bring up a negative attitude. Low level of job satisfaction will give problems to the company. Employees who experience low job satisfaction will show negative emotions when they do work activities or take a break in the middle of working hours. This will have a negative impact on the company because the work they are doing is not optimal. Employees who are dissatisfied with their work are not satisfied with their work unable to work in accordance with the goals and vision and mission of the company, and will become a new problem for the company.

Many previous studies have used various measurements to observe the influence of several factors that can affect job

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satisfaction, one of which is research on job satisfaction at KSP Karya Niaga Gajah Demak [4]. Then research on work conflicts with families through decision making theory [5]. Then there is research on the influence of the work environment on job satisfaction on employees of Hotel Angkasa Pekanbaru [6].

## 2.1 Hypothesis Development

This study uses several hypothesis models to be tested, such as :

### 2.1.1 Workload, Families, and Work Environment to Level of Stress (Model 1)

A job can give some effect to three psychological states in an employee that experience the meaning of work, take responsibility for the work, and knowledge of the work. Job stress is seen as an imbalance of desire and ability to fulfill it, which has important consequences for themselves [7].

Family can be defined as a form that has pressure on two roles related to the organization, so that there is a conflict with other group members, in this case someone who is married and has children will face the conditions of the demands of roles facing each other between work and family. The work environment is one of the causes of success in carrying out a job, but it can also lead to a failure in the execution of a job, because the work environment can affect workers, especially the psychological work environment. While the influence itself can be positive and can be negative [8].

H<sub>1</sub> : Workload associated with Level of Stress

H<sub>2</sub> : Families associated with Level of Stress

H<sub>3</sub> : Work Environment associated with Level of Stress

### 2.1.2 Workload, Families, and Work Environment to Work Satisfaction (Model 2)

Job satisfaction is a problem that generally results from a lot of work testing that causes dissatisfaction at work. The demands of family roles refer to responsibilities, obligations, expectations, tasks and commitments related to the role given. The time that occurs in a conflict occurs when the allocation of time available for work (family) interferes with the performance or implementation of roles in the family (work) related to responsibility [9].

The work environment is an environment where employees carry out their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employee emotions. If the employee is shocking the work environment where he works, then the employee will feel comfortable in his workplace to carry out activities so that working time is used effectively and optimistically the employee's work performance is also high [10].

H<sub>4</sub> : Workload is associated with Work Satisfaction

H<sub>5</sub> : Families is associated with Work Satisfaction

H<sub>6</sub> : Work Environment is associated with Work Satisfaction

### 2.1.3 Level of Stress to Work Satisfaction (Model 3)

Job stress is a condition of tension that affects emotions, the process of thinking, and one's condition. While job

satisfaction is a pleasant emotional state in which employees view their work. Job-related stress can cause job-related dissatisfaction and indeed become the simplest and most obvious psychological effect of stress, so that it can gradually reduce the level of job satisfaction [11].

H<sub>7</sub> : Level of Stress is associated with Work Satisfaction

### 2.1.4 Workload, Families, and Work Environment to Work Satisfaction through Level of Stress (Model 4)

Job satisfaction is a problem that is generally produced from many jobs that cause dissatisfaction at work. Workload is one of the factors that can cause work stress levels to increase which will ultimately affect the level of job satisfaction.

The demand for family roles refers to one's responsibility towards all family members owned by someone. When the conflict between the demands of the family's role and the role of someone who has professional responsibility increases, it will create work stress which will ultimately affect job satisfaction.

The work environment is one of the causes of success in carrying out a job, but also can cause a failure in the execution of a job, because the work environment can affect workers, especially the work environment that is psychological, if the work environment can not provide the necessary comfort, then the level of stress work will increase and affect job satisfaction.

H<sub>8</sub> : Workload is associated with Work Satisfaction through Level of Stress

H<sub>9</sub> : Family is associated with Work Satisfaction through Level of Stress

H<sub>10</sub> : Family is associated with Work Satisfaction through Level of Stress

## 3. Research Methodology

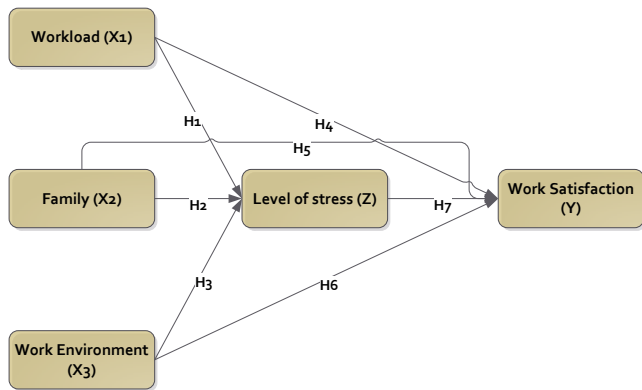
### 3.1 Research Framework

The research framework that will be examined in this study is based on the relationship between variables described in the previous section.

Employees are human resources who have an important place in these variables. Employees who have a good relationship between work and their families reflect a person's responsibility for the tasks assigned to him.

A comfortable work environment can also make employees not easily stressed in, work, so that what is the company's goal to achieve job satisfaction can be achieved.

Improved employee performance is better influential on employee job satisfaction for the company's services, so that it will increase the company's revenue and optimize the company's operational costs.



**Figure 1:** Research Framework

### 3.2 Research Object, Population, and Sample

This study was conducted at X Corporation that engaged in the oil and gas mining industry. The population in this study were employees of X Corporation which numbered 101 people. The research was carried out without taking samples, so the number of samples used in this study was the same as the population, which was 101 people.

### 3.3 Data Collection

Data was collected using a questionnaire. The questionnaire is a data collection technique that is done by giving a set of written questions to the respondent to be answered. This questionnaire is addressed to employees of X Corporation numbered 101 people.

### 3.4 Operational Variables

This study use one dependent variable, one intervening variable, and three independent variables. Work Satisfaction (Y) as dependent variable, Level of Stress (Z) as intervening variable. Workload (X<sub>1</sub>), Family (X<sub>2</sub>), and Work Environment (X<sub>3</sub>) as independent variable.

### 3.5 Data Validity and Analysis

This study uses a questionnaire as a research instrument, therefore before being analyzed, the data will first be tested for validity and reliability by using SPSS version 24 statistical software.

Then the data is analyzed using Regression and Path Analysis techniques. The Path Analysis Model is used to analyze the relationship pattern between variables with the aim to determine the direct and indirect effects of a set of independent (exogenous) variables on the dependent variable (endogenous).

### 3.6 Hypothesis Testing

This test is used to determine whether the independent variables partially have a significant effect on the independent variables. The decision to reject or accept the hypothesis that has been formulated can be done with the following rules:

- 1) If  $\alpha < 0.05$ , then H<sub>0</sub> is rejected, dan H<sub>a</sub> is accepted, this means, partially independent variable have significant effect to dependent variable.
- 2) If  $\alpha > 0.05$ , then H<sub>0</sub> is accepted, dan H<sub>a</sub> is rejected, this means, partially independent variable doesn't have significant effect to dependent variable.

## 4. Findings

### 4.1 Data Validity and Reliability

Validity testing was conducted to measure the accuracy of an item in the questionnaire, whether the items in the questionnaire were appropriate in measuring what they wanted to measure in this study. Statistical output results show that all questionnaire items are declared valid. The questionnaire was declared valid if the statistical output value of the Pearson Correlation was above the statistical value based on the r statistic table, in this study that was equal to 0.196.

**Table 1:** Data Validity Results

| Variables                          | Question No. | Results |
|------------------------------------|--------------|---------|
| Workload (X <sub>1</sub> )         | 1 - 12       | Valid   |
| Family (X <sub>2</sub> )           | 13 - 24      | Valid   |
| Work Environment (X <sub>3</sub> ) | 25 - 36      | Valid   |
| Level of Stress (Z)                | 37 - 40      | Valid   |
| Work Satisfaction (Y)              | 41 - 44      | Valid   |

Reliability Testing is used to determine the consistency of measuring instruments, whether they are used reliably and remain consistent if the measurements are repeated. The questionnaire was declared reliable if the Cronbach's Alpha statistic value was above the statistical value based on the r statistics table, in this study that was equal to 0.196.

**Table 2:** Data Reliability Result

| Cronbach's Alpha Value | r - Table | Results  |
|------------------------|-----------|----------|
| 0,822                  | 0,196     | Reliable |

### 4.2 Hypothesis Testing for Each Model

This test is used to determine whether the independent variables partially have a significant effect on the independent variables.

#### 4.2.1 Model 1

Following are the results of testing the first research model.

**Table 3:** Research Model 1 Results

| Model                              | Unstandardized Coefficients |       |
|------------------------------------|-----------------------------|-------|
|                                    | B                           | Sig.  |
| Constant                           | 6,432                       | 0,058 |
| Workload (X <sub>1</sub> )         | -0,069                      | 0,291 |
| Family (X <sub>2</sub> )           | 0,060                       | 0,652 |
| Work Environment (X <sub>3</sub> ) | 0,195                       | 0,141 |

The first research model was formed based on the variables Workload (X<sub>1</sub>), Family (X<sub>2</sub>), and Work Environment (X<sub>3</sub>) on Work Stress (Z). Based on the table, it is known that all independent variables have a significance level above 0.05. Thus, H<sub>1</sub>, H<sub>2</sub>, and H<sub>3</sub> are rejected.

#### 4.2.2 Model 2

Following are the results of testing the second research model.

**Table 4:** Research Model 2 Results

| Model                              | Unstandardized Coefficients |       |
|------------------------------------|-----------------------------|-------|
|                                    | B                           | Sig.  |
| Constant                           | 10,825                      | 0,000 |
| Workload (X <sub>1</sub> )         | -0,033                      | 0,538 |
| Family (X <sub>2</sub> )           | 0,081                       | 0,453 |
| Work Environment (X <sub>3</sub> ) | 0,082                       | 0,442 |

The second research model is formed based on the variable Workload (X<sub>1</sub>), Family (X<sub>2</sub>), and Work Environment (X<sub>3</sub>) on Work Satisfaction (Y). Based on the table, it is known that all independent variables have a significance level above 0.05. Thus, H<sub>4</sub>, H<sub>5</sub>, and H<sub>6</sub> are rejected.

#### 4.2.3 Model 3

Following are the results of testing the third research model.

**Table 5:** Research Model 3 Results

| Model               | Unstandardized Coefficients |       |
|---------------------|-----------------------------|-------|
|                     | B                           | Sig.  |
| Constant            | 12,453                      | 0,000 |
| Level of Stress (Z) | 0,334                       | 0,000 |

The third research model is formed based on the variable Job Stress (Z) on Work Satisfaction (Y). Based on the table, it is known that intervening variables have a significance level below 0.05. Thus, H<sub>7</sub> is accepted.

#### 4.2.4 Model 4

The fourth research model is tested by looking at the direct and indirect effects of the independent variables and intervening variables on the dependent variable. Testing is conducted using the following criteria:

- 1) If the indirect impact is greater than the direct impact, the research model is proven to have significant effect to dependent variable.
- 2) If the indirect impact is lower than the direct impact, the research model is proven to have no significant effect to dependent variable.

The following is a summary of the test results on the fourth research model.

**Table 6:** Research Model 4 Results

| Hypotesis Testing | Direct Impact | Indirect Impact | Results  |
|-------------------|---------------|-----------------|----------|
| Hypotesis 8       | (0,079)       | (0,047)         | Accepted |
| Hypotesis 9       | 0,188         | 0,047           | Reject   |
| Hypotesis 10      | 0,175         | 0,137           | Reject   |

The fourth research model is formed based on the variables Workload (X<sub>1</sub>), Family (X<sub>2</sub>), and Work Environment (X<sub>3</sub>) on Job Satisfaction (Y) Level of Stress (Z). Based on the table, it is known that hypothesis 8 has an indirect impact greater than the direct impact, while hypothesis 9 and hypothesis 10 are known to have a smaller indirect effect than direct influence. Thus, H<sub>8</sub> is accepted, and H<sub>9</sub> and H<sub>10</sub> are rejected.

#### 4.3 Discussion

Stress level of work in a company is very important to be considered by management. Because work stress can affect the production process in the company, and the influence of work stress has a direct influence on the employees who carry out the task. Job stress is the mood, the mind of employees in carrying out activities every day. A conducive level of work stress provides peace and allows employees to work optimally. If the employee feels safe, calm and his mood is good, then the employee will feel at home in his work in carrying out the activity so that the working time is effectively used. On the other hand, high work stress levels will reduce employee performance.

#### 5. Conclusions

This study aims to test the effect of Workload (X<sub>1</sub>), Families (X<sub>2</sub>), and Work Environment (X<sub>3</sub>) to Work Satisfaction (Y) through Level of Stress (Z). This study is divided into four research models with different hypothesis in each research model. Based on the results of the statistical output discussed, it was found that first research model one has no effect on Level of Stress (Z), therefore hypothesis 1, 2, and 3 are rejected. Research model two also has no effect on Work Satisfaction (Y), therefore hypothesis 4, 5, and 6 are also rejected. Research model three were formed based on Level of Stress (Z) to Work Satisfaction (Y), and based on the statistical result, it has significant effect on Work Satisfaction (Y), therefore hypothesis 7 is pass. As for research model four, hypothesis 8 is pass since the indirect impact greater than direct impact, while hypothesis 9 and 10 are rejected.

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### Author Profile

**Resha Febrianto** received his S.E. in Accounting and M.M. degrees in Business Management from Trilogi University in 2014 and 2018, respectively. During 2016-2018, because he remained active in Student Board, Resha was appointed as Advisory Board of The Student Association.

