# THE IMPACT OF JOB STRESS AND WORKLOAD ON E-COMMERCE EMPLOYEES JOB SATISFACTION WITH SOCIAL SUPPORT AS AN INTERVENING VARIABLE

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**Abstrak**
Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei untuk mengeksplorasi dampak stres kerja dan beban kerja terhadap kepuasan kerja karyawan e-commerce di Indonesia, dengan dukungan sosial sebagai variabel intervening. Sampel penelitian terdiri dari 100 karyawan penuh waktu yang dipilih melalui purposive sampling. Data dikumpulkan dengan kuesioner yang valid dan reliabel, kemudian dianalisis menggunakan Covariance-Based Structural Equation Modeling (CB-SEM) dengan SmartPLS 4. Hasil penelitian menunjukkan bahwa stres kerja signifikan memengaruhi kepuasan kerja ($p < 0.005$, $T = 3.033$) dan dukungan sosial ($p < 0.005$, $T = 4.750$). Beban kerja juga signifikan memengaruhi kepuasan kerja ($p < 0.005$, $T = 5.169$) dan dukungan sosial ($p < 0.005$, $T = 3.800$). Selain itu, dukungan sosial signifikan memengaruhi kepuasan kerja ($p < 0.005$, $T = 5.169$). Analisis mediasi menunjukkan bahwa stres kerja dan beban kerja memiliki efek tidak langsung signifikan terhadap kepuasan kerja melalui dukungan sosial ($p < 0.005$, $T = 6.633$ untuk stres kerja; $p < 0.005$, $T = 5.569$ untuk beban kerja). Temuan ini menyoroti pentingnya dukungan sosial dalam mengurangi dampak stres kerja dan beban kerja terhadap kepuasan kerja.

**Abstract**
This study uses a quantitative approach and survey method to investigate the impact of job stress and workload on job satisfaction among e-commerce employees in Indonesia, with social support as an intervening variable. The research sampled 100 full-time employees selected through purposive sampling. Data were collected via a validated and reliable questionnaire and analyzed using Covariance-Based Structural Equation Modeling (CB-SEM) with SmartPLS 4 software. Path analysis was employed for hypothesis testing, assessing significance with p-values and T-values. Results indicate that job stress significantly affects job satisfaction ($p < 0.005$, $T = 3.033$) and social support ($p < 0.005$, $T = 4.750$). Workload also significantly impacts job satisfaction ($p < 0.005$, $T = 5.169$) and social support ($p < 0.005$, $T = 3.800$). Social support significantly influences job satisfaction ($p < 0.005$, $T = 5.169$). Mediation analysis shows that job stress and workload have significant indirect effects on job satisfaction through social support ($p < 0.005$, $T = 6.633$ for job stress; $p < 0.005$, $T = 5.569$ for workload). These findings highlight the importance of social support in mitigating the effects of job stress and workload on job satisfaction.

## INTRODUCTION

The rapid expansion of e-commerce has significantly altered traditional work environments, introducing unique challenges for employees, such as increased job stress and workload. These stressors can negatively impact job satisfaction, a critical factor influencing employee performance and organizational success.

Job stress is often described as the adverse physical and emotional responses that occur when job demands do not match the capabilities, resources, or needs of the worker (Cooper et al., 2015). In the fast-paced e-commerce sector, employees frequently face high-pressure situations, tight deadlines, and complex tasks, which can escalate stress levels. The constant evolution of technology and the unceasing need to meet consumer demands have further exacerbated job stress in this sector. According to Mangkunegara (2017), work stress is the feeling of pressure experienced by employees in their jobs. This stress can be observed through unstable emotions, unhappiness, a tendency to be alone, difficulty sleeping, inability to relax, anxiety, and other related symptoms. Work stress creates an imbalance between physical and psychological aspects, affecting a person's emotions, thought processes, and overall condition (Rivai, 2018). Robbins (2024) defines work stress as a condition of tension that impacts a person's emotions, way of thinking, and physical condition. It is a negative response individuals experience when work demands are not balanced with their abilities or resources, which can affect both mental and physical health (Cooper et al., 2015). Robbins & Judge (2017) identify three dimensions of stress: (1) Environmental Stress, caused by economic, technological, and political uncertainties that impact organizational design and make employees feel undervalued; (2) Organizational Stress, including task demands (workload), role demands (pressure to complete tasks), and personal demands (lack of support from the work group); and (3) Individual Stress, related to personal issues such as family, financial problems, and personality traits.

Similarly, workload, characterized by the amount of work assigned to an individual within a specific time frame, is a pivotal factor that can lead to exhaustion and burnout if not managed properly. The intensity of workload in e-commerce settings is often exacerbated by the 24/7 nature of online retail, requiring continuous operational efficiency and responsiveness. Employees must juggle multiple responsibilities, often with limited resources, leading to an increased sense of pressure and fatigue. According to Suma'mur (2018), workload is the amount of work in physical or mental form that is imposed on workers and becomes their responsibility. Schultz & Sydney (2020) explain that workload is doing too much work in the time available or doing work that is not easy for workers. Van der Lippe & Lippényi (2020) explain that workload is the number of tasks and responsibilities that must be completed within a certain period of time, which can affect the efficiency and effectiveness of work and worker welfare. Meanwhile, according to Kabdiyono et al. (2024), workload is a task, responsibility, or job description given to an employee that must be completed within a certain time limit. Workload can also be interpreted as the amount of work done by an employee in a certain period of time (Setiawan et al., 2022). According to Apriana et al. (2021), the dimensions and indicators of workload are work conditions, targets to be achieved, work standards, role conflicts, facilities, and use of working time.

Job satisfaction refers to the degree of contentment individuals have with various aspects of their job, such as tasks, work environment, colleagues, and compensation, which influence their motivation and performance (Judge et al., 2017). High levels of job satisfaction are associated with numerous positive outcomes, including increased productivity, reduced turnover rates, and enhanced overall organizational performance (S. P. Robbins & Judge, 2022). Conversely, job dissatisfaction can result in lower employee morale, higher absenteeism, and reduced efficiency. When employees are dissatisfied, their engagement and commitment to the organization wane, negatively impacting both individual and organizational performance. According to Afandi (2018), job satisfaction is a positive attitude of employees, encompassing their feelings and behaviors towards their work, seen as a sense of appreciation and achievement of important job values. Burke (2019) states that job satisfaction is the

extent to which individuals are satisfied with elements of their job, including salary, benefits, working conditions, colleagues, and supervisors. Luthans (2021) defines job satisfaction as the level of pleasure or happiness individuals experience regarding their work. According to Robbins and Judge (2022), job satisfaction has five dimensions: (1) The work itself, which includes interesting tasks, learning opportunities, and responsibilities; (2) Salary/Wages, referring to the amount of compensation and perceived fairness relative to the workload; (3) Promotion Opportunities, which involve chances for advancement and skill development; (4) Supervision, which includes technical support and fairness in assignments and decisions; and (5) Co-workers, encompassing the competence and camaraderie of colleagues.

Social support, the assistance and comfort received from colleagues, supervisors, and the organization as a whole, can play a crucial role in mitigating the negative effects of job stress and workload. Effective social support systems can provide employees with the necessary resources to cope with job demands, thereby enhancing job satisfaction and overall well-being. Social support can take various forms, including emotional support, practical assistance, and the provision of a supportive work environment (Bakker et al., 2023). Recent studies have shown that social support in the workplace significantly buffers the impact of stressors and enhances job satisfaction. Social support is the emotional, informational, or practical assistance provided by people around individuals to help them cope with life's challenges. It involves feedback from others that demonstrates love, care, appreciation, respect, and inclusion in a network of reciprocal communication and obligations (Marliana & Suyuthi, 2024). According to Septiawati (2017), social support is an encouragement from close individuals that provides psychological comfort. Wulandari & Lestari (2018) identify indicators of social support as attachment, social integration, guidance, assurance from others, self-esteem, and opportunities to give love. Adilah & Firdaus (2023) state that social support is a resource that helps alleviate stress, positively impacting health and well-being, and comes from family, friends, and the work environment, including superiors and colleagues.

This study aims to explore the impact of job stress and workload on the job satisfaction of e-commerce employees, with social support acting as an intervening variable. By examining these relationships, the research seeks to provide insights into how organizations can foster a supportive work environment that enhances employee satisfaction and performance. Understanding these dynamics is crucial for e-commerce companies striving to retain talent and maintain competitive advantage in an increasingly demanding industry. The findings of this study are expected to contribute to the existing body of knowledge and offer practical recommendations for e-commerce companies striving to improve their human resource practices. By implementing strategies to reduce job stress and workload while enhancing social support, organizations can create a more resilient and satisfied workforce, driving long-term success and sustainability.

## RESEARCH METHODS

This study uses a quantitative approach with a survey method to explore the impact of work stress and workload on job satisfaction of e-commerce employees in Indonesia, with social support as an intervening variable. The research sample consisted of 100 full-time employees selected through purposive sampling. Data were collected using valid and reliable questionnaires, then analyzed using Covariance-Based Structural Equation Modeling (CB-SEM) with SmartPLS 4.

## RESULTS AND DISCUSSION

From the results of the questionnaire that has been conducted, an analysis was then carried out using SEM Analysis as shown in Figure 1.
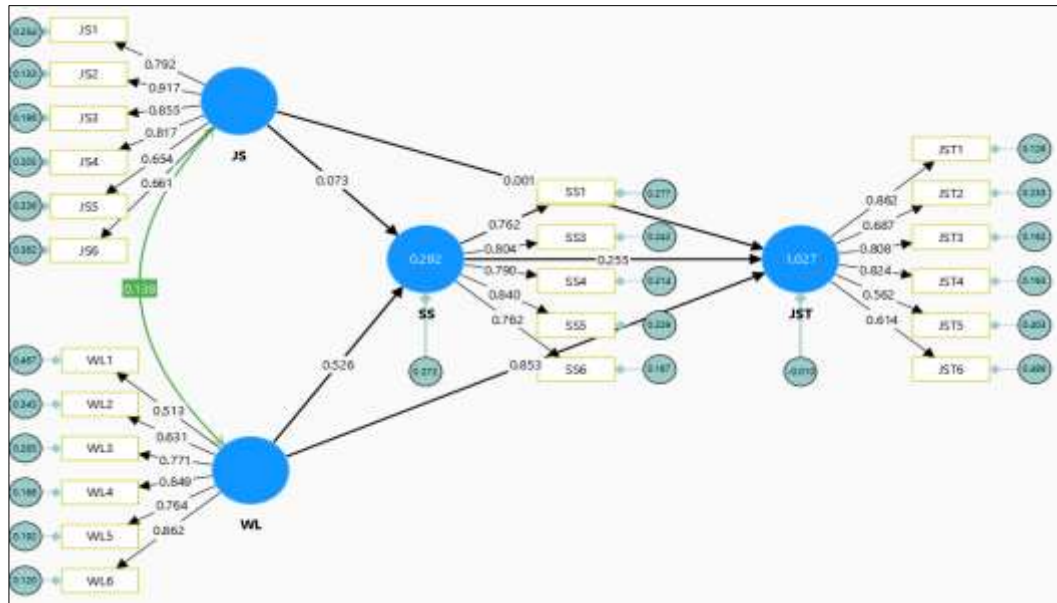
**Figure 1.** SEM Analysis Diagram

From the image above, it can be seen that all instruments from the variables of work stress, workload, job satisfaction, and social support have an outer loading value > 0.7, which means that each instrument is valid.

**Table 1.** Reliability and Validity

|  | Cronbach's alpha (standardized) | Cronbach's alpha (unstandardized) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|---|---|---|---|---|
| Job Stress | 0.942 | 0.942 | 0.943 | 0.732 |
| Job Satisfaction | 0.955 | 0.954 | 0.939 | 0.718 |
| Social Support | 0.929 | 0.929 | 0.902 | 0.608 |
| Workload | 0.947 | 0.946 | 0.946 | 0.744 |

The validation and reliability tests for this study include Cronbach's alpha and composite reliability scores, both of which exceed 0.7, indicating strong internal consistency. Furthermore, the average variance extracted (AVE) value is larger than 0.5, indicating strong convergent validity across all constructs. These findings support the reliability and validity of the study's measurement approach, which meets Cronbach's alpha, composite reliability, and AVE thresholds in all variables (Hair et al., 2022).

**Table 2.** Model Fit

|  | Estimated model | Result |
|---|---|---|
| ChiSqr/df | 3.108 | Good Fit < 5 |
| RMSEA | 0.06 | Good Fit < 0.08 |
| GFI | 0.935 | Good Fit > 0.9 |
| AGFI | 0.701 | Marginal Fit > 0.90 |
| SRMR | 0.043 | Good Fit 0.08 |
| NFI | 0.986 | Good Fit 0.90 |
| TLI | 0.743 | Marginal Fit > 0.9 |
| CFI | 0.943 | Good Fit > 0.9 |

From the model fit table above, it can be seen that the model fit values mostly have values in the Good Fit category according to Hair (2019). If there are 4-5 that have met the sufficient requirements, then a model can be said to be suitable for further testing.

**Table 3.** R Square

|  | R-square |
|---|---|
| Job Satisfication | 0.874 |
| Social Support | 0.755 |

The R Square value is a statistic used to evaluate the influence of exogenous factors on endogenous variables, with a higher value suggesting a more robust research model (Ghozali, 2020). According to the data supplied, the Adjusted R Square for the Job Satisfaction variable is 0.874. This means that the Job Stress, Workload, and Social Support variables account for 87.4% of the variation in Job Satisfaction, with the remaining 12.6% ascribed to characteristics not examined in this study. Furthermore, the Adjusted R Square value for Social Support is 0.955, indicating that Job Stress and Workload variables account for 75.5% of the variance in Social Support, with the remaining 24.5% explained by factors beyond the purview of this study.
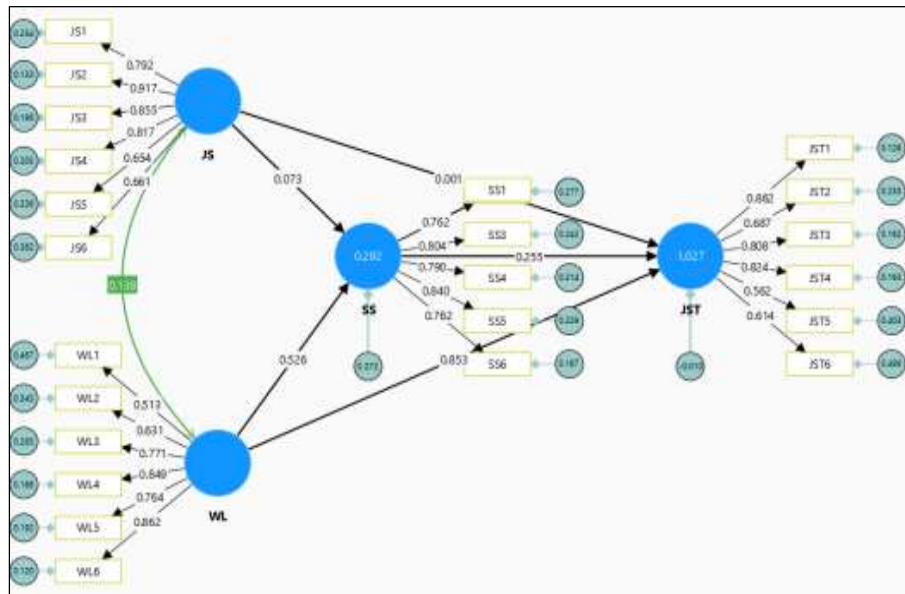


**Figure 2.** SEM Analysis Diagram (2)

**Table 3.** Direct Hypothesis Analysis

|  | T values | P values |
|---|---|---|
| Job Stress -> Job Satisfaction | 3.033 | 0.005 |
| Job Stress -> Social Support | 4.750 | 0.002 |
| Workload -> Job Satisfaction | 5.169 | 0.000 |
| Workload -> Social Support | 3.800 | 0.000 |
| Social Support -> Job Satisfication | 3.720 | 0.000 |

In this study, hypothesis testing involves path analysis of the developed model, with the significance of each hypothesis evaluated based on the p-value and T values. The criteria for significance are as follows: a p-value $\leq 0.10$ (alpha 10%) indicates weak significance, $\leq 0.05$ (alpha 5%) indicates significance, and $\leq 0.01$ (alpha 1%) indicates high significance. Additionally, a hypothesis is accepted if the T values exceeds 1.96 (Hair et al., 2022). The findings reveal that Job Stress significantly affects Job Satisfaction, with a p-value < 0.005 (0.005 < 0.05) and a T values > 1.96 (3.033 > 1.96), confirming a significant effect and accepting the hypothesis. Job Stress also significantly affects Social Support, with a p-value < 0.005 (0.002 < 0.05) and a T values > 1.96 (4.750 > 1.96), supporting the hypothesis. Workload significantly impacts Job Satisfaction, as indicated by a p-value < 0.005 (0.000 < 0.05) and a T values > 1.96 (5.169 > 1.96), confirming the hypothesis. Similarly, Workload has a significant effect on Social Support, with a p-value < 0.005 (0.000 < 0.05) and a T values > 1.96 (3.800 > 1.96), thus accepting the hypothesis. Lastly, Social Support significantly influences Job Satisfaction, with a p-value < 0.005 (0.000 < 0.05) and a T values > 1.96 (5.169 > 1.96), supporting the hypothesis.

**Table 4.** Indirect Hypothesis Analysis

|  | T values | P values |
|---|---|---|
| Job Stress -> Social Support -> Job Satisfication | 6.633 | 0.000 |
| Workload -> Social Support -> Job Satisfication | 5.569 | 0.000 |

The results suggest that Job Stress has a substantial influence on Job Satisfication through Social Support, with a p-value <0.005 (0.000 <0.005) and T values > 1.96 (6.633 >1.96), hence this hypothesis may be accepted. Furthermore, Job Stress has a substantial influence on Job Satisfication through Social Support, with a p-value <0.005 (0.000 <0.005) and T values > 1.96 (5.569 >1.96), hence this hypothesis may be accepted.

## CONCLUSION

Based on the research findings, job stress and workload have a significant impact on e-commerce employees' job satisfaction, with social support playing a crucial mediating role. Studies by (Rahadiyanti & Prahiawan, 2024), as well as (Rivaldo et al., 2021), demonstrate that job stress significantly affects job satisfaction, while (Garmendia et al., 2023) highlight the importance of social support in mitigating this impact. Similarly, (Zahro et al., 2024) and (Sulistyowati et al., 2024) reveal that workload also significantly influences job satisfaction, with (Usman et al., 2021) indicating that social support can help alleviate the effects of excessive workload. The work of (Pratiwi, 2023) and (Sanwari, 2021) further underscores the value of social support in enhancing job satisfaction. Furthermore, (Fisher et al., 2022) and (Juhnisa & Fitria, 2020) show that social support serves as a significant mediator between job stress or workload and job satisfaction.

To address these issues, organizations are encouraged to implement stress management programs that include workshops and counseling to help employees effectively manage stress. Optimizing workload distribution by streamlining processes and ensuring adequate resources is also essential. Enhancing social support systems within the workplace, promoting teamwork, and providing mentorship opportunities can further improve job satisfaction. Integrating social support mechanisms into organizational policies and practices will help foster a supportive work environment. Additionally, regularly assessing employee well-being and job satisfaction can help identify areas for improvement. Encouraging a balanced work-life approach through flexible work arrangements and supporting well-being activities outside of work will also contribute to greater job satisfaction. By focusing on these strategies, organizations can effectively manage job stress and workload, while leveraging social support to improve overall employee satisfaction.

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