

# **THE INFLUENCE OF WORK STRESS AND SOCIAL SUPPORT ON EMPLOYEE PERFORMANCE AND JOB SATISFACTION (STUDY AT PT MARNOW I-TECH)**

**Eliyas Saifulloh, Jati Waskito**  
**Program Studi Manajemen, Fakultas Ekonomi Dan Bisnis,**  
**Universitas Muhammadiyah Surakarta**

## **Abstrak**

Tujuan penelitian ini adalah untuk menguji pengaruh Stres Kerja dan Dukungan Sosial terhadap Kepuasan Kerja dan Kinerja Karyawan. Penelitian ini dilakukan di salah satu perusahaan swasta yang bergerak di bidang jasa pengembangan jaringan yaitu PT Marnow I-Tech di Cikarang. Teknik pengambilan sampel dalam penelitian ini adalah teknik sampling jenuh, yaitu metode pengambilan sampel dengan memasukkan seluruh anggota populasi sebagai sampel penelitian. Penelitian ini memperoleh 43 responden, data yang diperoleh akan diolah menggunakan Smart PLS 4.0 (Partial Least Square) dengan analisis data yang digunakan adalah analisis Structural Equation Model (SEM). Hasil penelitian ini menunjukkan bahwa (1) Stres Kerja berpengaruh negatif dan signifikan terhadap Kinerja Karyawan (2) Stres Kerja berpengaruh negatif dan signifikan terhadap Kepuasan Kerja (3) Dukungan Sosial berpengaruh positif dan signifikan terhadap Kinerja Karyawan (4) Dukungan Sosial berpengaruh positif dan signifikan terhadap Tingkat Kepuasan Kerja.

**Kata Kunci** : Dukungan Sosial, Stres Kerja, Kepuasan Kerja, Kinerja Karyawan

## **Abstract**

The purpose of this study was to examine the effect of Job Stress and Social Support on Job Satisfaction and Employee Performance. This research was conducted in one of the private companies engaged in network development services, namely PT Marnow I-Tech in Cikarang. The sampling technique in this study was saturation sampling technique, which is a sampling method by including all members of the population as research samples. This study obtained 43 respondents, the data obtained will be processed using Smart PLS 4.0 (Partial Least Square) with the data analysis used is Structural Equation Model (SEM) analysis. The results of this study indicate that (1) Job Stress has a negative and significant effect on Employee Performance (2) Job Stress has a negative and significant effect on Job Satisfaction (3) Social Support has a positive and significant effect on Employee Performance (4) Social Support has a positive and significant effect on the level of Job Satisfaction.

**Keyword**: Social Support, Job Stress, Job Satisfaction, Employee Performance

## **1. INTRODUCTION**

Since human resources occupy a very crucial position within the company, carrying out tasks to accomplish objectives involves people in a big way. What constitutes a strong organization is its human resource base. Achieving the expected conditions requires adequate management of human resources to create quality, loyal, and superior human resources.

People are a workforce for organizations that are often overlooked as a valuable asset. It is not uncommon for companies to consider that Labor is only a burden that must always be pressed to reduce the company's operating costs. However, it is an inaccurate point of view.

Since human resources are one of the key components, more work must be done to train people to be workers. An organization's ability to accomplish its goals rests not only on its

workforce but also on its state-of-the-art machinery, buildings, and infrastructure. Human resources become organizers, actors, and determinants of the achievement of organizational goals because employees actively participate in all organizational activities.

On the contrary, employees are the only asset that cannot be duplicated and imitated by other human beings, since in essence each person is a unique being created by The Creator with different characteristics, therefore, the workforce must always be maintained and developed that it can provide maximum output for the company. According to Mathis and Jackson (2012), the science and art of structuring labor relationships and responsibilities to maximize human potential and effectively accomplish organizational objectives is known as human resource management. In the meanwhile, per Robbins (2008). Stress is a dynamic state in which people encounter opportunities, pressures, or resources that are relevant to their personal goals, and the outcomes are perceived as significant and unclear.

Workers that execute their tasks well and possess the high job performance levels needed by the company to meet its objectives are considered qualified. The level of work performance that employees attain is critical to the organization's sustainability.

Numerous personal traits that are unique to each person have an impact on employee effectiveness. Outstanding personnel are essential for firms in today's globalized and competitive market. Employees also require performance reviews in order to inform their future decisions. As per Hasibuan (2013), an individual's work performance is the outcome of the tasks they accomplish in completing their assigned tasks, which are determined by various factors such as skill, experience, seriousness, and time.

Previous research has shown that job stress can be associated with decreased job satisfaction and poor performance. Workers who have high levels of work stress tend to feel less satisfied with their jobs and may experience decreased productivity and motivation. However, not all employees respond to work stress in the same way.

Social support provided by individuals in the work environment, such as colleagues, superiors, and work groups, can play an important role in relationship between job satisfaction and employee performance.

The purpose of this study is to demonstrate the critical role that social support plays in an employee's overall effectiveness. It was suggested that in order to lower job stress and enhance job-related behaviors, organizations must establish a positive work environment that promotes psychological well-being and have appropriate policies to strengthen social support among supervisors and employees.

The authors are interested in carrying out research under the heading "The Influence of

Job Stress and Social Support on Job Satisfaction and Employee Performance (Study at PT. Marno I-Tech)" based on the diverse backgrounds listed above.

## 2. METHOD

This study uses a descriptive quantitative approach with a saturated sampling technique, where all employees who work at PT Marno I-Tech Indonesia are the research sample. Data was collected through a survey using a questionnaire that measures levels of work stress, social support, job satisfaction, and employee performance. The collected data were analyzed using path analysis with the help of statistical software.

The population of this study consists of all 43 employees of Pt. Marno I-Tech Indonesia. Sampling in this study is by total sampling technique, which is the method of sample selection applied to all members of the population.

## 3. RESULT AND DISCUSSION

The study was conducted with a spread questionnaire on 43 respondent employees of PT Marno I-Technology, The characteristics of respondents consist of type gender, age, last education, and length of service. As for character respondents as follows:

### 3.1 Result

#### 3.1.1 Character Respondent Based on Type Sex

Based on the results of the research and the data obtained, the following is the line of data regarding the age of respondents:

Table 1. Gender

Gender	Amount	Percentage
Man	29	67%
Woman	14	33%
Total	43	100%

Source: Data Processed 2023

Table 1 shows that of the respondents who were followed up with and took part in the study, those with type sex women made up of 14 people with a percentage of 33% and those with type sex men made up of 29 people with a percentage of 67%. In light of this, the most visible respondents are those who identify as men.

#### 3.1.2 Character Respondent Based on Age

Based on the results of the research and the data obtained, the following is data about the age of the respondents:

Table 2. Respondent Age

<b>Age</b>	<b>Amount</b>	<b>Percentage</b>
17 – 25 years old	35	82%
26 – 35 years old	7	16%
36 – 45 years old	1	2%
Total	43	100%

Source: Data Processed 2023

Based on the table above shows that respondents aged 17 to 25 years amounted to 35 people with a percentage of 82%, respondents aged 26 to 35 years amounted to 7 people with a percentage of 16%, and respondents aged 36 to 45 years amounted to 1 with a percentage of 2%, it can be concluded that the characteristics of respondents based on age are dominated by ages 17- 25 years.

### 3.1.3 Character Respondent Based on Last Education

Based on the results of the research and the data obtained, the following is data about the age of the respondents:

Table 3. Last Education

<b>Education</b>	<b>Amount</b>	<b>Percentage</b>
Senior High School	21	49%
Diploma	7	16%
Bachelor	15	35%
Total	43	100%

Source: Data Processed 2023

Based on the table showing characteristics type respondents' last education, could is known that high school education 21 people with a percentage of 49%, respondents with last education Diploma as much 7 people with a percentage of 16%, respondents with a Bachelor's last education as much 15 people with percentage 35%. Based on characteristics this last education most many dominated by respondents with senior high school last education as much 21 person.

### 3.1.4 Character Respondent Based on Length of Service

Table 4. Length of Service

<b>Length of Service</b>	<b>Amount</b>	<b>Percentage</b>
1 – 5 years	39	90%
11 – 15 years	1	2%
6 – 10 years	3	8%
Total	43	100%

Source: Data Processed 2023

Based on Table 4. "Length of Service," it is evident that the majority of respondents have a length of service ranging from 1 to 5 years, comprising 39 individuals or 90% of the total

respondents. The 6 to 10 years of service category includes 3 individuals, accounting for 8%, while the 11 to 15 years category is represented by only 1 respondent (2%).

With a total of 43 respondents, this data reflects the distribution of employees based on their length of service within the organization. The majority of employees have relatively short work experience, whereas those with more than 10 years of experience tend to form a smaller group.

This analysis contributes to a comprehensive understanding of the workforce profile in the context of length of service, which can have significant implications for human resource management strategies within the organization. The data was processed in 2023, providing a relevant overview of the workforce composition during that period.

## **3.2 Discussion**

### **3.2.1 Effect of Job Stress on Employee Performance**

With a path coefficient of -0.305, the analysis results of the first hypothesis in this study show that job stress has a negative and significant impact on employee performance. This conclusion is supported by the T statistics of 2.383 and a significant p-value of 0.017, which show that the relationship is statistically significant. According to the negative path coefficient, employee performance declines as job stress levels rise, supporting the acceptance of hypothesis 1.

The study's findings are corroborated by those of Zeb and Ur Rehman's (2015) investigation, which found a substantial and unfavorable correlation between job stress and worker performance in Khyber Pakhtunkhwa, Pakistan's banking industry. The results show that employee performance in the banking industry is negatively impacted by job stress levels, but that this relationship is positively moderated by motivation. Thus, it is supported that employee performance is negatively impacted by job stress in general.

Another research result (Ekienabor and E 2016) mentioned that job stress has a negative impact on employee productivity and commitment in the academic environment in universities in Nigeria. A situation where stress levels are high without managerial attention to solutions can lower employee performance, threaten the reputation of the organization, and lead to loss of competent employees. Therefore, it can be concluded that job stress contributes negatively to employee performance.

These findings confirm the detrimental influence of job stress on employee performance. This aligns with existing research, reinforcing the notion that the burden of job-related stress can adversely affect both productivity and individual performance in a professional context. These results provide valuable insights for organizations aiming to optimize employee performance by recognizing and managing factors related to job stress, with the hope of

creating a healthier and more productive work environment.

### 3.2.2 Effect of Job Stress on Job Satisfaction

According to the analysis results for this study's second hypothesis, job stress significantly lowers job satisfaction. The statistical significance of this relationship is highlighted by the path coefficient of -0.403, T statistics of 2.989, and a significant p-value of 0.003.

This finding indicates that an increase in job stress is associated with a substantial decrease in job satisfaction. In other words, as the level of job stress rises, employees tend to experience a notable decline in their perceived job satisfaction.

The results of this study are supported by (Yang et al. 2016). The findings show that job stress has a significant negative impact on job satisfaction and self-esteem, hypothesis 2 is accepted.

(Mansoor et al. 2011) Other similar results research focused on the impact of job stress on employee job satisfaction in the telecommunications sector in Pakistan. The findings show that stressors such as workload, role conflict, and physical environment negatively affect employee job satisfaction.

This observation aligns with existing literature, supporting the idea that high levels of job stress can detrimentally affect employees' overall satisfaction with their work. These results provide valuable insights for organizations seeking to enhance job satisfaction by addressing and managing factors related to job stress, with the ultimate goal of fostering a more content and engaged workforce.

### 3.2.3 Effect of Social Support on Employee Performance

The analysis's findings demonstrate that social support significantly and favorably affects worker performance. These findings support the idea that social support can enhance individual performance at work, with a path coefficient of 0.662, a T statistic of 6.482, and p-value of 0.000.

These findings are significant because they demonstrate that employee performance is positively impacted by high levels of social support. The third hypothesis is accepted: an individual performs better at work the higher their perceived social support level.

(Darmanto and Ariyanti 2021) findings that learning organization, social support, and work motivation have a positive and significant influence on employee performance. (2017, Adnyani2) The Sanglah Hospital in Denpasar's nurse performance is positively impacted by social support. The performance of the nurses at Sanglah Denpasar General Hospital will improve in proportion to the level of social support.

The implication is that organizations can consider strategies to improve and maintain a

socially supportive environment to improve employee performance. Strong social support can be a key factor in creating productive and motivating work teams.

#### 3.2.4 Effect of Social Support on Job Satisfaction

The results of the analysis demonstrate that social support significantly and favorably affects job satisfaction. These findings show that significant p-values of 0.000, T statistics of 4.308, and path coefficients of 0.602 all suggest that social support plays a role in elevating job satisfaction.

The hypothesis that a person's level of job satisfaction can be raised by strong social support is supported by these findings. Hypothesis 4 is accepted: Employees' job satisfaction is positively correlated with their perceived level of social support.

(Zhang et al. 2015) Empirical data was gathered from 171 full-time employees based in China. The empirical findings provided partial backing for our two-mediator model. As anticipated, there is a positive association between social support and job satisfaction, and this relationship is mediated by the enhancement of work-to-family facilitation. The implication is that organizations can consider efforts to build a work culture that promotes social support to increase job satisfaction. Good social support can be a key aspect in creating a work environment that motivates and meets employees' psychological needs.

## 4. CLOSING

### 4.1 Conclusion

This study provides a comprehensive overview of the relationship between job stress, social support, job satisfaction, and employee performance at PT Marno I-Tech. Based on the research findings, the conclusions of this study are as follows:

- 1) Job Stress has a negative and significant impact on employee performance, thus confirming the acceptance of first hypothesis.
- 2) Job Stress has a significant negative impact on job satisfaction, thus confirming the acceptance of second hypothesis.
- 3) Social Support has a positive and significant influence on employee performance, thus confirming the acceptance of third hypothesis.
- 4) Social Support has a positive and significant influence on the level of job satisfaction, thus confirming the acceptance of fourth hypothesis.

Key findings indicate that job stress has a negative significant direct impact, adversely affecting both employee performance and job satisfaction. Conversely, social support makes a tangible positive contribution to both aspects. The research highlights a significant negative

influence of job stress on employee performance and job satisfaction. Job stress not only affects psychological well-being but also has a direct impact on measurable performance outcomes.

## **4.2 Limitations**

The restricted number of participants (43 employees) poses a limitation on the generalizability of findings. Future research should consider expanding the sample to enhance external validity.

Limitations in controlling external factors that may have influenced the research variables point to the need to consider the external context that may impact the results.

The study was conducted in only one company, so generalization of the findings to various industry contexts may require further research across different sectors.

## **4.3 Suggestion**

### **4.3.1 Suggestions for Future Research**

- 1) **Sample and Context Expansion:** Future research may consider involving more respondents from different companies within the same industry to increase the external validity of the results.
- 2) **Additional Variables:** Future research can include additional variables that can affect Job Stress, Social Support, Employee Performance, and Job Satisfaction for a more thorough understanding.
- 3) **Deeper Analysis:** A more in-depth analysis of the factors that cause stress and the most effective forms of social support can provide sharper insights for the development of more sophisticated management strategies.

### **4.3.2 Suggestions for the Company**

- 1) **Integrated Stress Management Programs:** PT Marno I-Tech may consider designing integrated and sustainable stress management programs, involving employees in the development of solutions to reduce job stress.
- 2) **Strengthening Social Support Programs:** Further efforts to enhance Social Support programs in the workplace can help create a supportive environment, improve performance, and increase employee satisfaction.
- 3) **Evaluation and Open Communication:** Companies can conduct regular evaluations of employee satisfaction and performance levels, while opening up more effective communication channels between management and employees to proactively address issues.



## BIBLIOGRAPHY

- Adnyani<sup>2</sup>, Nyoman Adinda Adnyaswari<sup>1</sup> I. Gusti Ayu Dewi. 2017. "Traitement D'entretien De L'ulcere Duodenal." *Medecine et Chirurgie Digestives* 18(5):271–73.
- Asbari, Masduki, Agus Purwanto, Yuli Sudargini, and Khaerul Fahmi. 2021. *International Journal Of Social And Management Studies (IJOSMAS) The Effect of Work-Family Conflict and Social Support on Job Satisfaction: A Case Study of Female Employees in Indonesia.*
- Darmanto, Rochmad Fadjar, and Anik Ariyanti. 2021. "Pengaruh Organisasi Pembelajaran, Dukungan Sosial, Dan Motivasi Kerja Terhadap Kinerja Pegawai PT Bank Mandiri Cabang Bekasi." *Jurnal Pengembangan Wiraswasta* 23(2):149. doi: 10.33370/jpw.v23i2.527.
- Ekienabor, Ehijele, and Ekienabor E. E. 2016. *Impact Of Job Stress On Employees' Productivity And Commitment.*
- Hair, Joe F., Marko Sarstedt, Lucas Hopkins, and Volker G. Kuppelwieser. 2014. "Partial Least Squares Structural Equation Modeling (PLS-SEM): An Emerging Tool in Business Research." *European Business Review* 26(2):106–21.
- Istri, Cokorda, Ari Sintya Dewi, I. Made, and Artha Wibawa. 2016. "Pengaruh Stres Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt. Bank Bpd Bali Cabang Ubud." 5(12):7583–7606.
- J., Anitha. 2014. "Determinants of Employee Engagement and Their Impact on Employee Performance." *International Journal of Productivity and Performance Management* 63(3):308–23. doi: 10.1108/IJPPM-01-2013-0008.
- Mansoor, Muhammad, Mohammad Ali Jinnah, Sabtain Fida, University Islamabad, Saima Nasir, Mohammad Ali, Jinnah University, and Islamabad Zubair Ahmad. 2011. "The Impact of Job Stress on Employee Job Satisfaction A Study on Telecommunication Sector of Pakistan." *Journal of Business Studies Quarterly* 2(3):50–56.
- Ruth, Benita, Ayu Rudianto, and Monika Palupi Murniati. 2019. *Komunikasi Organisasi, Stres Kerja Dan Kinerja Karyawan: Dukungan Sosial Sebagai Variabel Moderasi.* Vol. 17.
- Yang, Hoe Chang, Yoon Hwang Ju, and Young Chul Lee. 2016. "Effects of Job Stress on Self-Esteem, Job Satisfaction, and Turnover Intention." *Journal of Transnational Management* 21(1):29–39. doi: 10.1080/15475778.2016.1120613.
- Zeb, Alam, and Shafiq Ur Rehman. 2015. *The Impact Of Job Stress On Employee's Performance: Investigating The Moderating Effect Of Employees Motivation.*
- Zhang, Li, Yuchuan Lin, and Fang Wan. 2015. "Social Support and Job Satisfaction: Elaborating the Mediating Role of Work-Family Interface." *Current Psychology* 34(4):781–90. doi: 10.1007/s12144-014-9290-x.
- Mathis, Robert L. & John H. Jackson. 2002. *Manajemen Sumber Daya Manusia*, terjemahan Oleh Jimmy Sedeli & Bayu Prawira Hie. 2002. Jakarta: Salemba Empat.
- Hasibuan, M. (2013). *Manajemen Sumber Daya Manusia, Edisi Revisi.* Jakarta: PT. Bumi Aksara.
- R. L. Mathis and J. H. Jackson, "Manajemen Sumber Daya Manusia," in *Manajemen Sumber Daya Manusia*, 2012.
- Ghozali, Imam, and Hengky Latan. "Partial least squares konsep, teknik dan aplikasi

menggunakan program smartpls 3.0 untuk penelitian empiris." Semarang: Badan Penerbit UNDIP (2015).

Ghozali, I., & Latan, H. (2015). Konsep, teknik, dan aplikasi menggunakan program SmartPLS 3.0 untuk penelitian empiris. Semarang: Badan Penerbit Universitas Diponegoro.

Latan, Hengky, and Imam Ghozali. "Partial Least Squares Konsep, Teknik dan Aplikasi SmartPLS 2.0 M3: untuk Penelitian Empiris." Semarang: Badan Penerbit Univ Diponegoro (2012).

Locke, E. A., Smith, P. C., Kendall, L. M., Hulin, C. L., & Miller, A. M. (1964). Convergent and discriminant validity for areas and methods of rating job satisfaction. *Journal of Applied Psychology*, 48(5), 313.