

Review Article

The Effect of Work Loads on Job Satisfaction Mediated By Job Stress

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Abstract - The purpose of this study was to determine the relationship of workload to job satisfaction mediated by job stress: a study of nurses at Sanglah Hospital. This study used 79 nurses as research respondents with the Partial Least Square (PLS) analysis technique. The results in this study indicate that workload has a significant negative effect on job satisfaction, while the workload has a significant positive effect on job stress. Job stress has a negative and significant effect on job satisfaction. And workload indirectly has a significant negative effect on job satisfaction and job stress as a mediator.

Keywords - Workload, Job satisfaction, Job stress

I. INTRODUCTION

The workload is a number of activities that require expertise and must be carried out within a certain period of time, where the workload can take the form of physical or psychological burden, which certainly requires concentration on the work done (Dhanias, 2010; Riggio, 2000). The workload is certainly able to influence job satisfaction because the heavier the workload is given, and it is not in accordance with the specified job description, the lower the employee satisfaction with all matters related to the organization.

This can be seen from several previous studies. Purbaningrat and Surya (2015) stated that workload negatively affects job satisfaction, in other words, if workload increases, job satisfaction decreases. Sutarni (2008) also found the same thing where it was found that there was a negative relationship between workload and job satisfaction. In the Hospital context, research from Suseno (2011) states that workload has a negative and significant effect on job satisfaction of employees of Wawa Husada Hospital Kepanjen Malang. Of course, these studies can provide an illustration that the inability of the organization in managing the workload of its employees will be able to have a negative impact on the level of job satisfaction in the organization.

Likewise, with some previous studies on the effect of workload on job stress, it is explained in the study of Pure Kurnia Kasmarani (2012) who examined the effect of physical and mental workload on job stress on nurses

in the Emergency Department of Cianjur Hospital showed that there was an influence of burden mental work on nurses job stress in the emergency room Cianjur General Hospital, which shows that workload has a positive effect on job stress, the same thing was also shown in the research of Haryana, Telagawathi

and Gede (2017) in his research on nurses inpatients in the Kertha Usadha hospital found that there were significant positive effects between workload on job stress.

The nurse's job stress greatly affects job satisfaction itself, which is certainly due to the extremely high workload, job stress is a pressure that can affect physical and psychological conditions, where the pressure comes from within and outside someone (Cahyono 2014). Based on the explanation It is undeniable that there is an effect caused by workload and job stress on one's job satisfaction in undergoing his work. This is certainly supported by several previous studies, namely: Kurniawati's research (2018) which states that job stress has a direct effect on job satisfaction in BPJS employment in Yogyakarta. Likewise with research by Mawla (2018) also states that there is an influence between job stress and nurse job satisfaction at Ambarawa District Hospital Semarang.

Based on the explanation and previous research above, it can be seen that the influence of workload on nurses' job satisfaction, in this case, the conditions of job stress also affect the job satisfaction of nurses themselves, so that later this study is expected to help be an appropriate reference in improving the quality of nurses. work at Sanglah Hospital.

II. LITERATURE REVIEW AND HYPOTHESIS

The nurse is one of the resources that have an important role in the hospital, in addition to the doctor a nurse also has a tendency to frequently make contact and communication with patients, the patient's family. This is also because for 24 hours nurses play a role in dealing with the disease problems experienced by their patients. An inpatient nurse is required to supervise and



observe patients who need close supervision (emergency), as well as uncertain feelings due to the number of patient ratios that can not be predicted at any time, as well as a comparison of the number of patients that must be handled by one nurse the amount is not small, from this it can be seen that the job satisfaction of inpatient nurses does have a problem in this case due to the large amount of workload that must be handled, as mentioned by Dhania (2010), a Workload is a group or a number of activities that must be completed by an organizational unit or certain position holders with a set period of time. So it is possible that the heavy workload can really make someone tired both mentally and physically so it will slowly trigger stress and affect one's job satisfaction.

Mangkunegara (2005) also believes that the causes of stress felt by workers are started because the workload is too heavy, limited working time, low quality of supervision, an unhealthy work climate, inadequate work authority such as responsibilities, work conflicts, differences values between employees and leaders who are frustrated because of their work. So from the presentation, it is very clear that there is an effect caused by workload and job stress on one's job satisfaction in carrying out his work, which in this study will be discussed in the context of HR in Sanglah Hospital, namely nurses inpatient rooms.

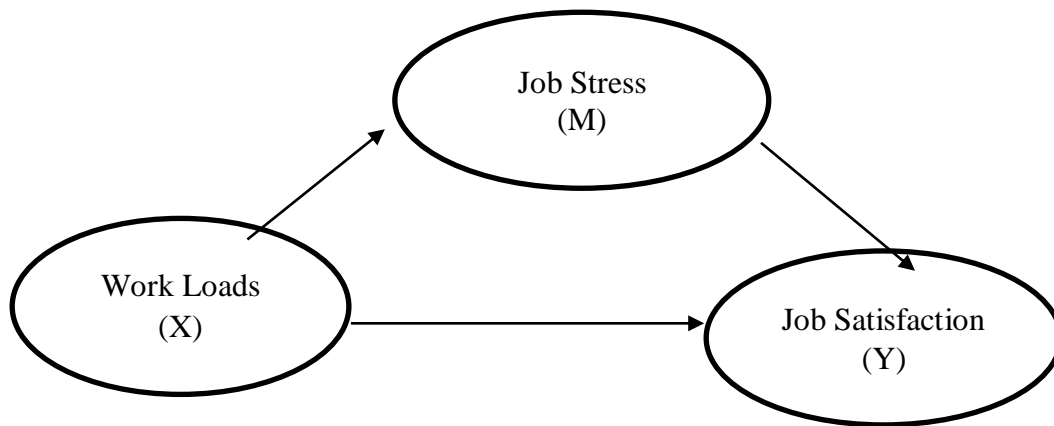


Fig. 1 Conceptual Framework

Hypothesis

H1: Workload has a negative and significant effect on job satisfaction

H2: Workload has a positive and significant effect on job stress.

H3: Job stress has a negative and significant effect on job satisfaction

III. METHODS

The data collection method in this study is a survey method using a questionnaire tool, where it is expected that respondents will choose one of the answers provided later. In the questionnaire, respondents will choose one alternative answer provided on a scale of 1-5. The respondents chosen in this study were nurses at Sanglah Hospital who came from the IRNA inpatient room due to several problems regarding workloads that

affect the job satisfaction of nurses in the room. In this research, the data collection technique used is the questionnaire.

Data collection in this study aims to determine the effect of workload on job satisfaction mediated by job stress. The variables used in this study are workload (independent variable), job satisfaction (dependent variable), and job stress (mediating variable). If the data has been collected, then the data is tabulated to be processed using Smart PLS (Path Least Square) software.

IV. RESULT

Evaluate the Structure Model and Test the Inner Model

In this structural model, there are two dependent variables, namely: job stress (M) and job satisfaction (Y). The coefficient of determination (R²) of each dependent variable can be presented in Table 1 below:

Tabel 1. R-square

Variabel	R-square
Job Stress (M)	0,382
Job Satisfaction (Y)	0,074

Based on Table 1, the model of the influence of workload on job stress gives an R-square value of 0.382 which can be interpreted that the variability of the job stress variable can be explained by the variability of the workload variable by 38.2 percent, while 61.8 percent is explained by other variables beyond those researched. Furthermore, the model of the effect of workload and job stress on job satisfaction gives an R-square value of 0.074 which can be interpreted that the variability of the job satisfaction variable can be explained by the variability of the workload variable, and job stress by 7.4 percent, while 92.6 percent explained by other variables outside the study.

To measure how well the observational values generated by the model and also the estimated parameters, it is necessary to calculate Q-square (Q^2) as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - (R_1)^2) (1 - (R_2)^2) \\
 &= 1 - (1 - 0,382) (1 - 0,074) \\
 &= 1 - (0,618) (0,926) \\
 &= 1 - 0,572 \\
 &= 0,428
 \end{aligned}$$

Q^2 value has a value with a range of $0 < Q^2 < 1$, where the closer to 1 means the better the model. The calculation results obtained a Q^2 value of 0.428, so it can be concluded that the model has a pretty good predictive relevance. Thus, it can be explained that 42.8 percent of the variation in job satisfaction is influenced by workload and job stress, while 57.2 percent is influenced by other variables.

Hypothesis

Tabel 2. Path Coefficients

Valerie	Path Coefficients	t Statistics	P-Value	Description
Workload (X) → Job Satisfaction (Y)	-0,349	3,859	0,000	Significant
Workload (X) → Job stress (M)	0,271	2,250	0,025	Significant
Job stress (M) → Job satisfaction (Y)	-0,424	3,578	0,000	Significant

Primary Data, 2019

Table 2 shows that hypothesis testing on the effect of workload on job satisfaction produces a negative correlation coefficient of -0,349 with the t value of Statistics obtained at 3.859 ($>$ t-critical 1.96), then the effect of workload on job satisfaction is significant. Thus, hypothesis 1 (H1) which states that workload has a negative and significant effect on job satisfaction is accepted.

Based on Table 2 hypothesis testing on the effect of workload on job stress produces a positive correlation coefficient of 0.271 with a t value of Statistics of 2.250 ($>$ t-critical 1.96), then the effect of workload on job stress is significant. Thus, hypothesis 2 (H2) which states that workload has a positive and significant effect on job stress is accepted.

Table 2 shows that hypothesis testing on the effect of job stress on job satisfaction produces a negative correlation coefficient of -0.424 with a t value of Statistics of 3.578 ($>$ t-critical 1.96), then the effect of job stress on job satisfaction is significant. Thus, hypothesis 3 (H3) which states that job stress has a

negative and significant effect on job satisfaction is accepted.

A. Testing the role of Mediation Stress of work on the workload on job satisfaction

Job stress variables seen as mediating can be seen from the value of VAF (Variance Accounted For). If the VAF value is above 80 percent, then it shows the role of job stress, as a full mediation (full mediation). If the VAF is between 20 -80 percent, it can be categorized as a partial mediator. But if the VAF is less than 20 percent, researchers are able to conclude that there is almost no mediating effect. From the results of testing the direct effect shows that the coefficient value between the variable Workload on Job Satisfaction is -0,349 with at-statistics value of 3,859. The addition of job stress variables as mediating variables gives a different effect on the direct relationship Workload on Job Satisfaction. Testing the stress variable of Job stress is done by calculating the value of Variance Accounted For (VAF) which can be seen in Table 3.

Table 3. Direct Effect, Indirect Effect, Total Effect & VAF

Variable	Direct Effect	
	Coefficient	T Statistic (O/STDEV)
Workload (X) → Job Satisfaction (Y)	-0,349	3,859
Workload (X) → Job stress (M)	0,271	2,250
Job stress (M) → Job satisfaction (Y)	-0,424	3,578
Variable	Indirect Effect	
Workload (X) → Job stress (M) → Job Satisfaction (Y)	-0,115	2,084
Variable	Total Effect	
Workload (X) → Job Satisfaction (Y)	-0,464	5,818
Workload (X) → Job stress (M)	0,271	2,250
Job stress (M) → Job satisfaction (Y)	-0,424	3,578
VAF -> Indirect Effect / Total Effect (-0,115/-0,464)	0,247	

Primary Data, 2019

From the results of calculations in Table 3, it can be interpreted that the role of job stress as a mediator has a VAF value of 0.247 (24.7 percent). These results indicate that the job stress variable has a role as a partial mediator between workload variables and job satisfaction, which means that workload variables can directly affect job satisfaction variables without or involving job stress variables, but by involving job stress variables as partial mediating variables can increase the influence to reduce the level of nurse job satisfaction. This shows that workload indirectly has a negative and significant effect on job satisfaction through job stress. This means that job stress can mediate the effect of workload on job satisfaction. With the heavier workload felt by nurses at Sanglah Hospital, the job stress felt by nurses will increase, so that it can affect the decrease in job satisfaction of nurses. Vice versa, the lighter the workload received by Sanglah Hospital nurses, the job stress felt by nurses will decrease, so that job satisfaction felt by nurses will increase. Based on the data above, it can be concluded that the hypothesis stating that job stress acts as a mediator of the relationship between Workload and Job Satisfaction is accepted.

B. The Effect of Workload on Job Satisfaction

The test results found that workload has a negative and significant effect on job satisfaction which means H1 is received. This means that the higher workload felt by nurses at Sanglah Hospital, the lower the job satisfaction of nurses. Vice versa, the lower the workload received by nurses at Sanglah Hospital, the more job satisfaction will be on the nurse. The results of this study are in accordance with Mustapha's (2013) study which states that workload negatively affects job satisfaction, where employees are more satisfied when they are given a lower workload. The results of this study also support research findings of Mansoor, et. all (2011), Mustapha and Ghee (2013), Fenila (2016), Belachew, et. all (2016), Zahra, et. all (2016),

Kurniawati (2018) which gets the result that there is a negative and significant relationship between workload and job satisfaction, namely the heavier workload affects the decrease in employee job satisfaction. The results of this study indicate that when someone bears a workload that is too heavy it will trigger stress that can lead to a decrease in job satisfaction.

C. The Effect of Workload on Job Stress

The test results found that the workload had a positive and significant effect on job stress which meant H2 was received. This means that the heavier workload felt by nurses at Sanglah Hospital, the job stress felt by nurses will increase. Vice versa, the lighter the workload received by nurses in Sanglah Hospital, the less job stress felt by nurses will decrease. A workload is a group or a number of activities that must be completed by a particular organizational unit or position holder with a set period of time. So it is very possible that a heavy workload can very much make a person tired both mentally and physically so that it will slowly trigger stress of one's work. The results of this study are consistent with Anggraeni's research (2018) which states that the workload is positive and significant for employee job stress. This provides information that high workloads can increase employee job stress. The results of this study also support research findings Radzali, et. all (2013), Fardiansyah (2014), Andrew and Kishokumar (2014), Trisuryaningrum (2015), Sassi, et. all (2015), Mansour (2016), Wagner, et .all (2017), Erat, et. all (2017) which results that there is a positive and significant relationship between workload and job stress. The results of this study indicate that when someone bears a workload that is too heavy it will trigger high job stress.

D. The Effect of Job Stress on Job Satisfaction

The test results found that job stress has a negative and significant effect on job satisfaction which means that H3 is accepted. This means that the higher the job stress

felt by nurses at Sanglah Hospital, the lower the job satisfaction of nurses. And vice versa, the lower the workload received by nurses at Sanglah Hospital, the impact will be on increasing job satisfaction of nurses at Sanglah Hospital. The results of this study are consistent with research by Gunistiyo and Faqihudin (2009) and Liu et al. (2019) state that job stress has a significant and negative effect on employee job satisfaction. This shows that a low level of stress will affect the achievement of employee job satisfaction, namely health workers who earn low income and feel stressed at work, which can trigger dissatisfaction with their work. The results of this study also support research findings Shofiah, et al (2017), Rekha (2017), Kartikawati, (2016), Memon et al., (2016), Darmody (2016), Rismawan, et al (2014), Bhagat et al. (2010) show the same thing that job stress has a significant and negative effect on job satisfaction. This means that a low or decreased stress level will significantly affect job satisfaction.

E. Job stress mediates to workloads on job satisfaction

The test results found that workload indirectly has a negative and significant effect on job satisfaction through job stress which means that H4 is accepted. This means that job stress can mediate the effect of workload on job satisfaction. With the heavier workload felt by nurses at Sanglah Hospital, the job stress felt by nurses will increase, so that it can affect the decrease in job satisfaction of nurses. Vice versa, the lighter the workload received by Sanglah Hospital nurses, the job stress felt by nurses will decrease, so that job satisfaction felt by nurses will increase. This information provides an illustration that a heavy workload can very much make a person tired both mentally and physically so it will slowly trigger job stress and have an impact on one's job satisfaction. The results of this study are consistent with Wijaya's research (2018) which found a similar thing in his research that job stress mediates the effect of workload on job satisfaction. In other words, the effect of workload on job satisfaction is not directly. Workload has a positive effect on job stress; Job stress has a negative effect on job satisfaction. The results of this study also support the findings of Purbaningrat and Surya's research (2015), Arifani (2017), Anggraeni (2018), Kurniawati (2018) which states that job stress mediates the relationship between workload and job satisfaction.

V. CONCLUSION

The results showed that there was a negative and significant relationship between workload and job stress variables on job satisfaction and there was a positive and significant relationship between workload variables on job stress. The implication of the results of the

research is in accordance with the application of the theory of justice (equity), where this theory states that people will feel satisfied or dissatisfied, depending on whether he will feel the existence of justice (equity) or not on a situation obtained by comparing himself with others classmates, offices and elsewhere. This study has implications for the hospital as a material for consideration and evaluation of the factors causing workload and job stress in order to increase or reduce the nurse's job satisfaction. In the hospital management in increasing nurse job satisfaction and reducing the level of job stress nurses should be able to see and consider the factors causing the heavy workload of nurses because it can affect nurses job stress which will later have an impact on reducing or increasing the level of nurse job satisfaction.

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