

THE INFLUENCE OF SOCIAL SUPPORT AND WORK STRESS ON JOB SATISFACTION MEDIATED BY WORK-LIFE BALANCE AT PT SAYAP MAS UTAMA (WINGS GROUP) DC MAMPANG

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Abstract

This study explored how social support and work pressure influence job satisfaction among employees at PT Sayap Mas Utama (Wings Group) DC Mampang, and work-life balance variables as mediation in this study. We employed a quantitative approach, gathering data from a random sample of 97 employees via a questionnaire survey. In this research, the data was evaluated using structural equation modeling and partial least square with the help of SmartPls 4.0. Our findings indicate that social support positively affects both work-life balance and job satisfaction, while work pressure negatively impacts both. Significantly, work-life balance was found to mediate the connecting between social support and job satisfaction, and the relationship between work pressure and job satisfaction. The research results show that both of these things are very important social support and effectively managed work pressure, channeled through a healthy work-life balance, in boosting job satisfaction within the organization.

Keywords: Social support, work stress, job satisfaction, work-life balance, structural equation modeling.

Introduction

In today's quickly changing business environment, organizations must consistently perform at their best to stay competitive. Achieving this requires a well-defined strategy focused on boosting employee job satisfaction. Human resources are a critical asset that demands optimal management, given their vital role in realizing organizational objectives. Therefore, paying close attention to factors like social support, work stress, and work-life balance is essential to ensure employees remain content in their roles.

Organizations constantly strive to cultivate lasting job satisfaction, understanding that content employees significantly contribute to company progress. This underscores the crucial role of management in monitoring and nurturing sustained job satisfaction (Munir et al., 2022). As a large enterprise with numerous employees, PT Sayap Mas Utama (Wings Group) DC Mampang faces ongoing challenges in maintaining employee well-being. Social support, encompassing emotional encouragement, recognition, and information from supervisors and colleagues, is vital for mitigating stress.

Conversely, work stress, stemming from heavy workloads, tight deadlines, or interpersonal conflicts, can diminish job satisfaction if not effectively managed. In this complex environment, work-life balance emerges as a key connecting between social support, work stress, and job satisfaction. Rooted in Social Exchange Theory (Blau, 1964), the interaction between an organization and its employees is based on reciprocity, when companies prioritize work-life balance, employees are more inclined to offer their best commitment and performance in return.

Research Methods

This research uses quantitative research methods, with the primary purpose of analyzing relationships among social support, work stress, work-life balance, and job satisfaction. We utilized simple random sampling to select our participants from the employee population of PT Sayap Mas Utama DC Mampang. The sample size was determined using the Slovin formula, resulting in 97 respondents.

Primary data was collected directly from these respondents through distributed questionnaires, while secondary data was collected from relevant literature, journals, and other pertinent documents. For data analysis, we applied the SEM technique based on Partial Least Squares, supported by the use of SmartPLS software version 4.0.

Results And Discussion

1. Convergent Validity

Convergent validity in this study was assessed by examining the outer loading values, which show the strength of the relationship between an indicator and the construct it represents. While an ideal outer loading value is above 0.7, a value exceeding 0.5 is still considered acceptable (Milatalata & Hartanto, 2022). Our outer model testing found that the WLB5 indicator had the lowest value at 0.550. However, since this value still surpassed the minimum acceptable threshold of 0.5, we concluded that the requirements for convergent validity have been met.

2. Discriminant Validity

For discriminant validity, we used a cross-loading test. This method involves comparing an indicator's correlation with its intended latent variable against its correlation with other variables (Nisa et al., 2021). Discriminant validity is confirmed when an indicator's correlation to its own construct is higher than its correlation to any other construct (Purwatningsih, Iwan, 2023). All indicators in our study showed cross-loading values above 0.5, and, significantly, these values were higher for their respective measured variables than for others. This demonstrates that each indicator has strong discriminatory power.

Table 1 Assessment Validity

Variable	Item	Cross Loading	Result	CR	AVE	Result
Work-life Balance	M.1	0.830	Valid	0.861	0.560	Valid
	M.2	0.748				
	M.3	0.885				
	M.4	0.836				
	M.5	0.550				
	M.6	0.572				
Social Support	X _{1.1}	0.781	Valid	0.885	0.550	Valid
	X _{1.2}	0.765				
	X _{1.3}	0.755				
	X _{1.4}	0.724				
	X _{1.5}	0.710				
	X _{1.6}	0.747				
	X _{1.7}	0.719				
	X _{1.8}	0.730				
Work Stress	X _{2.1}	0.719	Valid	0.899	0.614	Valid
	X _{2.2}	0.811				
	X _{2.3}	0.800				
	X _{2.4}	0.720				
	X _{2.5}	0.782				
	X _{2.6}	0.798				
	X _{2.7}	0.846				
Job Satisfaction	Y.1	0.780	Valid	0.924	0.525	Valid
	Y.2	0.767				
	Y.3	0.748				
	Y.4	0.729				
	Y.5	0.607				
	Y.6	0.712				
	Y.7	0.700				
	Y.8	0.710				
	Y.9	0.765				
	Y.10	0.614				
	Y.11	0.776				
	Y.12	0.761				

Source: Data Processing Result, 2025

3. Heterotrait-Monotrait Ratio Test (HTMT)

For a more thorough assessment of discriminant validity, we conducted the Heterotrait-Monotrait Ratio Test. The accepted guideline states that the Heterotrait-Monotrait Ratio value should not exceed 0.90 for a construct to be considered to have sufficient discriminatory power (Hilmi, 2022). Our analysis showed that all pairs of constructs had HTMT values below this 0.90 threshold. This confirms that discriminant validity was successfully established, aligning with accepted standards.

Table 2 Heterotrait-Monotrait Ratio Test (HTMT)

Variable	Work-life Balance (M)	Social Support (X ₁)	Job Stress (X ₂)	Job Satisfaction (Y)
Work-life Balance (M)				
Social Support (X ₁)	0.774			
Work Stress (X ₂)	0.837	0.745		
Job Satisfaction (Y)	0.842	0.816	0.843	

Source: Data Processing Result, 2025

4. Validity And Reliability Construction

To assess reliability, we examined two key indicators: Cronbach's Alpha and Composite Reliability. A construct is considered reliable if both of these values are above 0.7 (Alvin et al., 2023). All constructs in this study met these criteria; the lowest Cronbach's Alpha value we observed was 0.834. This confirms that all constructs demonstrate adequate internal consistency.

Table 3 Validity and Reliability of Construction

Variable	Cronbach's alpha	Composite reliability	Composite reliability	Average variance extracted
Work-life Balance (M)	0.834	0.861	0.881	0.560
Social Support (X ₁)	0.884	0.885	0.907	0.550
Work Stress (X ₂)	0.894	0.899	0.917	0.614
Job Satisfaction (Y)	0.917	0.924	0.930	0.525

Source: Data Processing Result, 2025

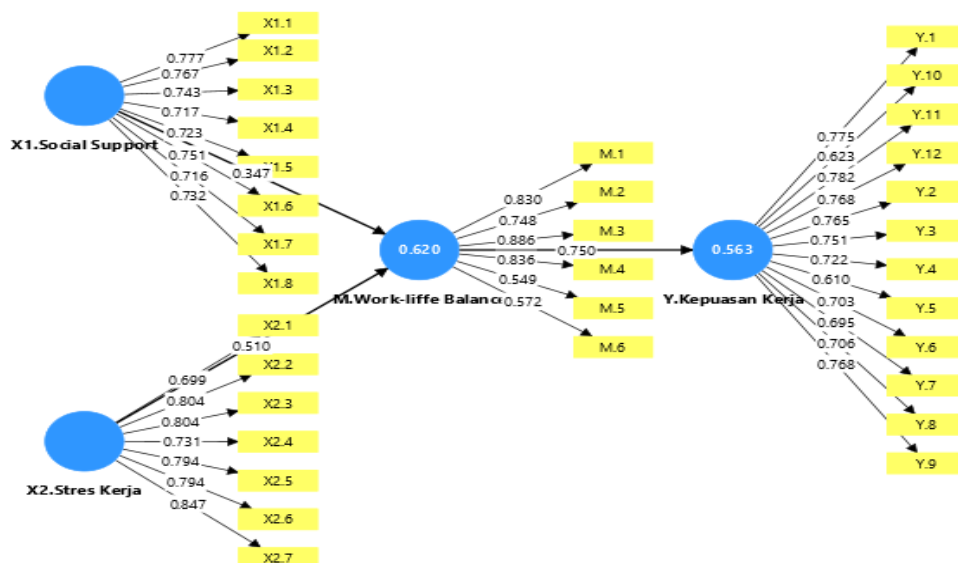


Figure 1

Inner Model, Bootstrapping Testing**5. Hypothesis Testing**

Hypothesis testing was conducted by assessing the path coefficients using the bootstrapping technique. A hypothesis is accepted if the two-tailed significance level and margin of error are set at 0.05 (5%). The criteria for significance require that the t-statistic exceeds 1.96 and the p value is less than 0.05 (Alvin et al., 2023).

- With a t statistic greater than the t table value and a p value less than the significance level of 0,05, the alternative hypothesis H_a is accepted, and the null hypothesis H_o is rejected.
- With a t statistic less than or equal to the t table and a p value greater than or equal to 0,05, the null hypothesis H_o is accepted, and the alternative hypothesis H_a is rejected.

Table 4 Testing of hypotheses (Path Analysis)

Variable	Original Sample	Sample Mean	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Social Support (X₁) -> Work-life Balance (M).	0.339	0.345	0.092	3.686	0.000
Work Stress (X₂) -> Work-life Balance (M).	0.510	0.510	0.090	5.679	0.000
Social Support (X₁) -> Work Decision (Y).	0.335	0.334	0.106	3.175	0.002
Work Stress (X₂) -> Job Satisfaction (Y).	0.384	0.393	0.094	4.064	0.000
Work-life Balance (M) -> Job Satisfaction (Y).	0.231	0.227	0.087	2.656	0.008

Source: Data Processing Result, 2025

Based on table 4 above, the PLS output (bootstrapping test) can be explained that:

- The path coefficient of hypothesis 1 is the social support variable on work-life balance. From the results of the table above, you can see a clear effect of social support (X₁) on Work-life Balance (M). That's because the t-value show $> t$ table ($3.686 > 1.96$). While the p-values ($0.000 < 0.05$). This result also means that with good social support, the higher the employee's work-life balance will be. Thus, it show that hypothesis 1 has been accepted as valid.
- The path coefficient of hypothesis 2 is the variable of work stress on work-life balance. From the results of the table above, there is a direct influence of work stress (X₂) on Work-life Balance (M). This is because the t-value is $> t$ table ($5.679 > 1.96$). While the p-values ($0.000 < 0.05$). This result also means that with high work stress, the lower the employee's work-life balance will be. Thus, it show that hypothesis 2 has been accepted as valid.
- The path coefficient of hypothesis 3 is the variable of social support on job satisfaction. From the results of the table above, you can see a clear effect of social support (X₁) on job satisfaction (Y). That's because the t-value show $> t$ table ($3.175 > 1.96$). And p-values (0.002 , namely < 0.05). This result also means that with good social support, employee job satisfaction will be higher. Thus, it show that hypothesis 3 has been accepted as valid.
- The path coefficient of hypothesis 4 is the variable of work stress on job satisfaction. From the results of the table above, you can see a clear effect of work stress (X₂) on job satisfaction (Y). This is because the t-value is $> t$ table ($4.064 > 1.96$). While the p-values ($0.000 < 0.05$). This result also means that with high work stress, employee job satisfaction will be lower. Thus, it show that hypothesis 4 has been accepted as valid.
- Path coefficient of hypothesis 5 is the work-life balance variable on job satisfaction. From From the results of the table above, there is a direct influence of work-life balance (M) on job satisfaction (Y). This is because the t-value is $> t$ table ($2.656 > 1.96$). While the p-values ($0.008 < 0.05$). result also means that with a good work-life balance, employee job satisfaction will be higher. Thus it show that hypothesis 5 has been accepted as valid.

Table 5 Specific Indirect Effects Test Results

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Social Support (X₁) -> Work-life Balance (M) -> Job Satisfaction (Y).	0.079	0.078	0.036	2.153	0.031
Work Stress (X₂) -> Work-life Balance (M) -> Job Satisfaction (Y).	0.118	0.117	0.052	2.261	0.024

Source: Data Processing Result, 2025

- The path coefficient of hypothesis 6 is the variable of social support on job satisfaction. From the results of the table above, there is an indirect influence between Social Support (X₁) through Work-life Balance (M) on Job Satisfaction (Y). You can see a clear effect of t value > t table (2.153 > 1.96) and p-values (0.031, which is < 0.05). This result also means that with a good work-life balance, it can mediate the influence of social support on high employee job satisfaction. Thus, it show that hypothesis 6 has been accepted as valid.
- The path coefficient of hypothesis 7 is the variable of work stress on work-life balance. From the results of the table above, there is an indirect influence between Social Support (X₁) through Work-life Balance (M) on Job Satisfaction (Y). This is because the t-value > t table (2.261 > 1.96) and p-values (0.024, which is < 0.05). This result also means that with a good work-life balance, it can mediate the influence of work stress on employee job satisfaction. Thus, it show that hypothesis 7 has been accepted as valid.

Conclusion

Based on the data analysis, several key conclusions emerged from this study. Social support significantly and positively affected work-life balance. So, if employees receive strong support, whether emotional, practical, or helpful advice, it can really help them keep a good balance between work and life. In contrast, job stress had a significant negative impact on work-life balance, indicating that effective management of environmental, organizational, and individual stressors can substantially improve this balance.

Furthermore, social support directly and positively affected job satisfaction, indicating that strong social support, in its various forms, can significantly improve employee satisfaction. In contrast, job stress significantly and negatively affected job satisfaction, highlighting that diligently managing work-related stressors can lead to significant improvements in employee satisfaction.

Most importantly, having a good balance between work and personal life really helped people feel happier with their jobs. This highlights that balanced priorities, engagement, and satisfaction contribute significantly to employee satisfaction with their jobs.

The study also showed that work-life balance played an important middle role. Basically, when people have a good balance between work and life, it helps turn social support into higher job satisfaction, taking into account factors such as salary, nature of work, relationships with coworkers and superiors, promotion opportunities, and the overall work environment. Similarly, a well-established work-life balance significantly mediated the negative impact of job stress on job satisfaction, implying that fostering keeping a good balance between work and personal life can help reduce the bad effects of stress on employee satisfaction.

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