

## The Relationship Between Social Support, Workload, and Work Stress in PT. X Employees

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DOI : <https://doi.org/10.61796/icossh.v2i3.65>



### Sections Info

#### Article history:

Submitted: April 10, 2025

Final Revised: May 15, 2025

Accepted: May 30, 2025

Published: June 7, 2025

#### Keywords:

Social support

Workload

Work stress

### ABSTRACT

**Objective:** Work stress is an adaptive response influenced by individual characteristics and psychological processes, which arises from external situations or actions that put certain psychological and physical pressure on individuals. In a corporate environment, employees are often faced with various job demands. Social support plays a significant role in reducing the negative impact of stressful work or excessive workload. This support can come from coworkers, superiors, family, close friends, or the surrounding environment. The greater the support received by employees, the lower the level of work stress they feel. Excessive workload is one of the causes of decreased employee performance. High production demands with limited work deadlines can create excessive work pressure, potentially reducing productivity. **Method:** This study uses a quantitative correlational method, which aims to analyze the relationship between two or more variables through statistical processing of numerical data. **Results:** The results of the multiple correlation test show that there is a significant relationship simultaneously between social support and workload with work stress. This is indicated by the F Change Significance value of 0.003 which is smaller than 0.05 ( $p < 0.05$ ). The correlation value (R) of 0.480 indicates that the relationship between the two independent variables with work stress has a fairly close relationship. **Novelty:** Based on the results of the study, it can be concluded that there is a significant relationship between social support and work stress in employees of PT. X. High social support plays an important role in reducing work stress levels. Conversely, low social support has the potential to increase work stress. Workload also has a significant relationship with work stress, where high workload tends to increase physical, emotional, and social stress on employees.

## INTRODUCTION

In a company, individuals are key elements that play a significant role in achieving success and achieving goals. As the main asset, employees play an important role in determining the fate and survival of the company. They become strategic factors that influence the progress or decline of a company. As planners, doers, and prime movers, employees contribute greatly in realizing the organization's vision. Therefore, making the work environment comfortable for employees is very important to avoid stress that can interfere with productivity and threaten their health. Work stress is an issue that is related to organizations, therefore it needs to be raised in the public nowadays. Cahyani identified job stress as a result of resource and equipment shortages, overtime, and organizational climate issues. Stress has a negative influence on employee performance, which proves that excessive workload must be minimized to prevent performance decline and maintain overall productivity [1].

Job stress becomes an adjustment response caused by individual characteristics and psychological stages, with the impact arising from external pressures that make psychological and physical demands on individuals. In a corporate environment, employees are often faced with various job demands. This kind of pressure can trigger

work stress, which is often seen as something negative and considered to arise because of bad things. However, this assumption is not entirely true. Job stress is actually a form of interaction between individuals and their environment, where individuals try to adjust to existing pressures [2]. According to Riznanda, work stress in individuals can be seen from three aspects: physiological, such as metabolic disorders, increased heart rate, blood pressure, headaches, and risk of heart disease; psychological, such as anxiety, emotional lability, boredom, and procrastination; and behavioral, such as disturbed sleep patterns, decreased productivity, high absenteeism, and increased consumption of cigarettes or alcohol. This theoretical explanation is in line with what is experienced by employees in the production division who feel the impact of work stress directly [3], [4].

According to Garini, stress is the result of an unhealthy, adverse and destructive reaction to the pressure experienced. When someone faces difficulties, they tend to overreact, feel confused, and unable to work optimally. Emotional responses that arise due to work stress include worry, anxiety, and restlessness. Stress experienced by employees can interfere with their performance and cause a decrease in concentration. Three factors that can affect the tension in work stress are organizational problems in the work environment, individual characteristics, and other social problems. A physical environment that is too stressful, as well as unfamiliar associations, and lack of willingness to work are the causes of work stress in the work environment. In other words, work stress is not caused by internal problems but is based on a stimulus from a person's subjective reactions. Every day there will be someone who experiences work stress, depending on how to deal with it and is more susceptible to occur in jobs that carry a heavy burden [5].

Based on observations and previous research, research conducted by Selly revealed a significant relationship between social support and work stress levels. The research proves that the greater the social support obtained, the lower the level of work stress that occurs. This finding also proves a negative relationship, where social support contributes an amount of 35.20% to a decrease in job stress. Meanwhile, research conducted by Nurfitra on 10 employees in the office section of PT X showed that the results of measuring workload through questionnaires revealed that 60% of employees experienced a very high workload. In addition, the results of measuring work stress showed that 70% of employees experienced high levels of work stress [6], [7]. This is in line with the initial survey conducted by researchers regarding work stress conditions. The results of the initial survey with 40 employees in the production department conducted for this study, using a questionnaire showed various findings regarding work stress among PT X employees. Regarding work stress, the majority of respondents (77.5%) reported experiencing frequent headaches due to work pressure. In addition, 72.5% admitted to feeling tense when facing conflicts with coworkers, and 85.5% tried to keep their spirits up despite a less conducive work environment. As many as 70% of respondents felt bored with monotonous work, and 72.5% tended to postpone work due to lack of intensive task completion. Respondents also reported health problems, such as changes in eating habits (87.5%) and difficulty sleeping (80%) when the workload increased. Based on the initial

survey data, information was obtained that employees of PT X display indicators of work stress behavior, such as experiencing headaches due to work pressure, feeling tense when facing conflicts with colleagues, trying to stay enthusiastic even though the work environment is not conducive, feeling bored with monotonous work, tending to postpone work due to lack of intensive task completion, changes in eating habits and difficulty sleeping. It can be concluded that 40 employees in the production department at PT X do experience work stress behaviors, as evidenced in the initial survey that has been carried out from researchers [8].

High and prolonged job stress can have a negative, detrimental, and dangerous impact on employees who have difficulty adapting or adjusting to the changes that occur. Kardas and Duran stated that there are several strategies in managing stress, where social support is the most influential factor in reducing work stress levels. According to Demir and Bozkurt, comfort can be a definition of social support. Social support can be beneficial to those who receive it, improving their psychological health and well-being [9]. A previous study by Sari et al. showed that if employees do not receive social support from their coworkers, they are likely to experience stress. Lack of social support from coworkers can cause discomfort in carrying out tasks. However, by increasing the intensity of communication between coworkers, more effective support can be established [9].

Margiatin corroborates these findings by proving social support as one of the components that have an influence on the level of work stress. Employees who lack or do not receive support from their social environment tend to be more vulnerable to stress. A number of cases prove that employees with job stress tend to lack support from coworkers. Being social creatures, humans need interaction with others. The presence of others plays an important role in life, because individuals are not able to fully meet their own physical and psychological needs. Therefore, social support from coworkers is needed to help individuals overcome the pressures they face [7], [10], [11].

Social support has a significant function in reducing the negative effects of stressful work or excessive workload. This support can be obtained from coworkers, close friends, superiors, family, and the surrounding environment. The greater the support obtained by employees, so that the level of work stress they feel will be lower [12]. The greater the social support obtained, the lower the level of work stress that occurs by employees. In addition to reducing the negative impact of work stress, social support also has a significant influence on improving employee performance. Based on its source, social support can be classified into three types, namely support from spouses, family, and coworkers and superiors. Support shown from coworkers and superiors plays a role in lightening the workload, while support from spouses and family focuses more on the emotional aspects [13].

Excessive workload is one of the causes of decreased employee performance. High production demands with limited time limits can create excessive work pressure, potentially reducing productivity. Gwaron says workload is a series of task demands that include effort, activity, or achievement. The level of task difficulty, time allotted, and

expected results are factors that make up work demands or workload. In addition, physical, emotional, and social stress can also be classified as part of the perceived workload [14]. Workload is pressure due to excessive job demands and must be completed in a short time. Riggio stated that workload is often the cause of work stress, especially when the job demands speed, optimal results, and high concentration. Work overload can increase psychological pressure on individuals and become one of the main factors causing stress. In line with this view, Hauck added that the heavier the workload a person receives, the higher the level of stress he experiences compared to individuals who have a lighter workload. Excessive workload can also have a negative effect on physical and psychological health, including causing headaches, indigestion, and increasing negative emotions. Conversely, if the workload is too little, individuals are at risk of experiencing boredom which can reduce concentration levels [3].

Research on this topic has often been conducted, but each study proved different results. Thus, this research is called important in explaining in more depth the relationship between social support, workload, and work stress, especially at PT X. Because the results of previous research prove that the conflict of social support, workload and work stress has an influence on employee performance. Because the results of previous research prove that the conflict between social support, workload and work stress has a significant influence on employee performance. This certainly has a negative impact on job stress, meaning that the higher the level of conflict and stress experienced by employees, the worse the job stress experienced. Given these findings, research that focuses on the relationship between social support and workload on work stress in PT X employees is very relevant. The main difference between this study and previous research lies in the scope of focus. If the previous study involved all employees at PT X, this study made improvements by focusing only on one particular division, namely the production department at PT X, which is known to experience work stress based on the results of the initial survey. Production employees in the company at PT X, there is a heavier workload than employees in other sections. Work in the production department often involves physical tasks, making it vulnerable to work stress. It is expected that in this study the company is able to create strategies effectively in reducing employee work stress. This will not only have a positive influence in the company's production division, but also in the overall well-being of employees [15].

## **RESEARCH METHOD**

This research applies a correlational quantitative method, which based on Sugiyono's opinion has the aim of analyzing the relationship between two or more variables through statistical processing of numerical data. For this study, there are three variables studied, including job stress as the dependent (Y), which refers to employee discomfort due to increased job demands that affect physical and mental health. Meanwhile, the independent variables consist of social support (X1), which is support from family, superiors, or coworkers who provide a sense of care, love, and appreciation

[16] (X2) Workload refers to the tasks that employees must complete for a certain period of time by applying their abilities and skills [17], [18].

The population for the study was composed of 168 workers located in Sidoarjo, precisely in the Gedangan Unit, located at Jl. Raya Tebel Km. 3.8 Gedangan, Sidoarjo, East Java, Indonesia 61254. The sample was taken using purposive sampling technique, which based on Sugiyono's opinion is a sampling method based on certain criteria to ensure that the data obtained is more relevant and representative. The research subjects were 48 production workers. This study utilized three types of scale instruments, namely the work stress scale, workload scale, and social support scale. The work stress scale was adapted from Ade Yulian Budiono's research, while the social support scale was adapted from Marwati Umamit's research. On the job stress scale, the aspects measured include physical symptoms, psychological symptoms, and behavioral symptoms, with a reliability value of 0.926 and a total of 36 items, 25 items were declared valid. Based on the results of the analysis, the job stress scale is declared reliable because it has a reliability score that exceeds 0.60. Meanwhile, the social support scale includes four main components, including emotional support, instrumental support, appreciation support, and information support. Of the total 32 items tested, 27 items were declared valid with a reliability coefficient of 0.900.

Based on these results, both scales are considered to have high reliability because the coefficient value is close to 1.00 [19]. The workload scale in this study utilizes a measuring instrument developed based on the dimensions of the NASA-TLX (Nasa Task Load Index), designed by Hart and Staveland to measure mental workload. Of the total 24 items tested, 17 items were declared valid. The reliability test results for the 17 items showed a reliability coefficient of 0.856. If the Cronbach's Alpha value is more than 0.5 or close to 1, then this scale can be categorized as having a high level of reliability. Thus, this workload scale is suitable for use in research. This study uses a Likert scale based on Yusuf's theory, where the Likert scale is used in assessing the attitudes, opinions, and perceptions of individuals and groups according to predetermined aspects. On the scale of job stress, social support, and workload, there are four groups of alternative answers, which are Very Suitable (SS), Suitable (S), Not Suitable (TS), and Very Not Suitable (STS). Meanwhile, the items provided utilize four answer options for the workload scale, such as Strongly Agree (SS), Agree (S), Disagree (TS), as well as Strongly Disagree (STS) [19].

One of the data collection techniques in this study is the distribution of questionnaires, as a method utilized in collecting information by showing a series of written statements and questions to respondents [3]. Statistical analysis was used as the main technique to examine the data in this study. The use of statistical analysis is based on its ability to present research findings clearly and allow generalization of results. The data that has been collected will be analyzed using the product moment approach to identify the relationship between PT X employees' social support, workload, and work stress. This analysis process is supported by SPSS 25 for Windows software, which is used as a data processing tool [20].

**RESULTS AND DISCUSSION****Results****Table 1.** Normality test.

		<b>Unstandardized Residual</b>
N		48
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	8,36754476
Most Extreme Differences	Absolute	,108
	Positive	,067
	Negative	-,108
Test Statistic		,108
Asymp. Sig. (2-tailed)		0,200 <sup>c,d</sup>

In this study, the normality test results proved a number of 0.200 for the significance value. This value is higher than 0.05 ( $p > 0.05$ ), so it can be concluded that the data for this study has a normal distribution.

**Table 2.** Linearity test.

			<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Y *	Between	(Combined)	3026,600	23	131,591	2,532	,014
X1	Groups	Linearity	982,933	1	982,933	18,912	,000
		Deviation from Linearity	2043,667	22	92,894	1,787	,084
	Within Groups		1247,400	24	51,975		
	Total		4274,000	47			

The results of the linearity test on variable X1 prove a number of 0.084 for the significance value of Deviation from Linearity. This value is higher than 0.05 ( $p > 0.05$ ), thus it can be concluded that there is a linear relationship between the variables of social support (X1) and job stress (Y).

**Table 3.** Linearity test.

			<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Y *	Between	(Combined)	1377,919	12	114,827	1,388	,218
X2	Groups	Linearity	2,780	1	2,780	,034	,856
		Deviation from Linearity	1375,139	11	125,013	1,511	,172
	Within Groups		2896,081	35	82,745		
	Total		4274,000	47			

The results of the linearity test on variable X2 (Workload) prove a number of 0.172 for the significance value. This value is higher than 0.05 ( $p > 0.05$ ), thus it can be concluded that there is a linear relationship between the workload variable (X2) and work stress (Y).

**Table 4.** Multiple correlation test.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	,480 <sup>a</sup>	,230	,196	8,551	,230	6,723	2	45	,003

The results of the multiple correlation test show the Significance F Change value of 0.003. Because the value obtained is lower than 0.05 ( $p < 0.05$ ), therefore it can be concluded that there is a significant relationship simultaneously between variables X1 (Social Support) and X2 (Workload) with Y (Work Stress). Based on the results of the analysis, an amount of 0.480 was obtained for the correlation value (R). This value proves the relationship between the two independent variables with work stress there is a sufficient level of relationship closeness. That is, social support and workload together have a significant influence on the level of work stress in employees.

### *Discussion*

The results indicated that the data for this study had a normal distribution according to the normality test conducted through the Kolmogorov-Smirnov method. The significance value of 0.200 which is higher than 0.05 ( $p > 0.05$ ) proves that the data meets the assumptions for parametric statistical analysis. In the linearity test, the analysis results show that there is a linear relationship between the independent variable and the dependent variable. The results of the linearity test on variable X1 (Social Support) prove a significance value of 0.084 which is higher than 0.05, therefore, it can be concluded that there is a linear relationship between social support and job stress. With meaning, the higher the social support obtained by employees, the lower the level of work stress they experience. Meanwhile, for variable X2 (Workload), a significance value of 0.172 was obtained, proving that there is a linear relationship between workload and work stress. Changes in the ongoing workload of employees tend to be regularly related to changes in work stress levels. The results of the multiple correlation test prove that there is a significant relationship simultaneously between social support and workload with work stress. This is evidenced in the F Change Significance value of 0.003 which is smaller than 0.05 ( $p < 0.05$ ). An amount of 0.480 for the correlation value (R) proves that the relationship between the two independent variables with work stress has a sufficient level of relationship closeness faced.

The results of this study prove that there is a negative relationship between social support and job stress. This finding is in line with Margiatin's opinion, which emphasizes that social support has the function of being a protective factor in reducing the negative impact on job stress. Social support, including from coworkers, family, and superiors,

shows a sense of comfort and helps individuals deal with job pressures. This finding is in line with research conducted from Selly, which reveals that social support contributes 35.20% in reducing work stress levels. Social support can improve individual psychological well-being, so that individuals are better able to deal with the work pressures they face [6], [10].

This finding confirms that there is a significant relationship between workload and job stress. This finding is supported by Riggio's theory which proves that excessive workload can trigger work stress in individuals. Large workloads cause physical, emotional, and social pressures that affect employee well-being. This result is also consistent with research conducted from Nurfitra, which reveals that high workload directly contributes to an increase in work stress in employees.

However, workload still plays a role in determining the level of work stress. Gwaron argues that excessive workload can trigger physical, emotional, and social pressure, which ultimately results in increased work stress. The results of the multiple correlation test prove that social support and workload simultaneously have a significant relationship with work stress. This relationship shows that both variables play a role in influencing employee work stress levels. These findings provide important implications for companies to strengthen social support in the work environment, such as improving communication between employees, providing emotional support, and building harmonious working relationships. In addition, companies also need to pay attention to workload management so as not to put excessive pressure on employees, so that employee welfare and productivity can be maintained.

This research provides evidence that work stress has a negative impact on employees in the production department of PT X. This is in accordance with Riznanda's opinion, which divides the impact of work stress into three aspects, namely physical, psychological, and behavioral. The physical impacts felt by production employees include headaches, increased blood pressure, and sleep disturbances. From a psychological perspective, work stress can cause anxiety, boredom, and unstable emotions. Meanwhile, on the behavioral side, unmanaged stress can lead to frequent absences, lower productivity, and encourage bad habits such as smoking or procrastination. The results of this study only apply to employees in the production department of PT X, because the types of work and pressures faced are different from other divisions [3].

Based on the results of this study, the implication that can be applied by the management of PT X is to increase social support in the work environment, both through internal policies and interpersonal approaches. Some of the strategies that can be implemented include strengthening relationships between employees through teamwork, creating a culture of open communication, and providing mentoring and counseling programs for employees who experience work pressure. The findings also indicate that social-based interventions are more effective in reducing work stress than simply reducing workload without considering its psychosocial aspects. In addition,

training programs on stress management can also be provided to employees so that they have better coping strategies in dealing with work pressure.

Overall, the results of this study confirm social support to be the main component that can support employees to manage work stress, while high workload does not always cause stress if individuals have a good support system and coping strategies. However, this study has some limitations that must be considered. One of the main limitations is the limited sample coverage in employees in the production department of PT X, so the results of this study may not fully describe the conditions of all employees in the company. In addition, this study only assessed the relationship between variables without involving other potentially influencing factors, such as individual personality, management style, or organizational culture. Thus, further research is recommended in expanding the scope of the sample and considering additional factors that may affect the relationship between the variables studied. Thus, future research can enrich insights into the factors that influence job stress and identify the best approach in handling it.

## CONCLUSION

**Fundamental Finding :** Based on the research findings, it can be concluded that there is a significant relationship between social support and work stress in employees of PT. X. Strong social support plays a role in reducing work stress levels, while minimal social support can increase the risk of stress. In addition, workload is also related to work stress, where high workload tends to increase physical, emotional, and social stress on employees. Simultaneously, social support and workload contribute significantly to work stress levels, even with a moderate level of closeness. **Implication :** Companies are expected to strengthen social support in the work environment by improving communication between employees, providing emotional support, and creating harmonious work relationships. In addition, companies also need to improve workload management so as not to put excessive pressure on employees. **Limitation :** This study was limited by the sample scope, which only involved employees from one company (PT. X), making it difficult to generalize the findings to different organizational contexts or industries. The use of self-report instruments may also introduce response bias. **Future Research :** Future researchers are advised to increase the number of research subjects and consider other factors that can influence work stress, such as the work environment and individual psychological conditions, so that the research results are more comprehensive. Thus, efforts to increase social support in the work environment, such as building more open communication, strengthening teamwork, and providing employee welfare programs, can be an effective strategy to reduce work stress and improve employee well-being.

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