

Work Load and Job Stress on Job Satisfaction Which is Moderate by Supervisory Support

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Abstract. *This study is an explanatory research aimed at explaining the effect of workload and work stress on job satisfaction, as well as the moderating role of supervisory support among employees at the Regional Office of the Directorate General of Customs and Excise of Central Java and DI Yogyakarta. The variables used in this study include workload, work stress, job satisfaction, and supervisory support. Data were collected through questionnaires using a semantic differential scale ranging from 1 to 5, in which respondents were asked to rate statements reflecting their work conditions. The questionnaire method was chosen for its efficiency, cost-effectiveness, and the opportunity it provides respondents to thoughtfully consider their answers. The population in this study consisted of all human resources (HR) at the Regional Office of the Directorate General of Customs and Excise of Central Java and DI Yogyakarta, totaling 203 employees, both civil servants and non-civil servants. Based on the Slovin formula, a sample of 135 respondents was determined using the purposive sampling method, with criteria including a minimum of five years of service and an age of at least 25 years. Data analysis was conducted using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach to test the relationships among variables and the moderating effects. The results show that workload has a negative and significant effect on job satisfaction, meaning that higher workload levels tend to decrease employee job satisfaction. Similarly, work stress has a negative and significant effect on job satisfaction, indicating that increased stress levels lead to lower satisfaction with work. Supervisory support does not have a significant moderating effect on the relationship between workload and job satisfaction, suggesting that supervisory support does not significantly weaken the negative impact of workload on job satisfaction. However, supervisory support has a significant moderating effect on the relationship between work stress and job satisfaction, indicating that strong support from supervisors can reduce the negative impact of work stress on job satisfaction.*

Keywords: Job; Satisfaction; Supervisory; Workloads.

1. Introduction

Customs and Excise, as a customs institution, plays a crucial role in supporting the growth of micro, small, and medium enterprises (MSMEs), particularly export-oriented ones, through its role as industrial assistance and trade facilitator. This support aims to encourage increased exports, which are believed to significantly contribute to Indonesia's economic growth. As a strategic institution, Customs and Excise has several primary functions, namely encouraging the growth of domestic industry through the provision of targeted customs and excise facilities, and creating a conducive business and investment climate by simplifying customs and excise procedures and implementing a robust risk management system.

In addition, Customs and Excise also plays a role in protecting the public, local industry, and national interests by monitoring potentially hazardous imported and exported goods. Other functions include effective oversight of customs and excise activities through robust intelligence, investigations, and audits, as well as controlling certain goods that have the potential to harm public health, the environment, and security through fair excise instruments. Furthermore, Customs and Excise also contributes to optimizing state revenue from import duties, export duties, and excise to support national development.

The human resources (HR) workload at the Customs Office is highly complex and dynamic, reflecting the significant responsibilities they carry across various strategic functions. Customs HR must be capable of simultaneously performing supervisory and service tasks, including processing customs documents, facilitating the smooth flow of exports and imports, and monitoring goods entering and leaving Indonesian customs territory. They are also tasked with identifying potential violations through the implementation of risk management systems, intelligence, and investigations that require high precision.

On the service side, human resources are required to provide excellent service to businesses, including MSMEs, while maintaining regulatory compliance. In the context of supervision, they must ensure that no illegal or dangerous goods enter the country, while protecting the public from the negative impacts of certain goods. Furthermore, optimizing state revenue from import duties, export duties, and excise is also a key focus, requiring precision and integrity. With such diverse tasks, the workload of Customs and Excise human resources demands strong technical competence, strong time management skills, and resilience under pressure to carry out their roles effectively and efficiently.

High workloads, both in terms of volume and complexity, can impact employee productivity and well-being.(Rostami et al., 2021)When workload is not managed well, it can trigger work stress, which can lead to a decline in performance quality and job satisfaction.(Jomuad et al., 2021)Prolonged work stress also has the potential to have a negative impact on the physical and mental health of employees, thus hindering the achievement of organizational goals.(Inegbedion et al., 2020a).

Job satisfaction is an important element in maintaining employee motivation and loyalty to the organization.(Demir, 2020)Employees who are satisfied with their jobs tend to show better performance, have positive interpersonal relationships, and are committed to the success of the organization.(Ahmed et al., 2020)However, excessive workload and high stress levels often become obstacles to achieving job satisfaction.(An et al., 2020)Therefore, it is important to identify factors that can mitigate the negative impact of workload and job stress on job satisfaction.

Previous research on the role of workload on job satisfaction remains controversial and interesting to analyze. Workload also has a positive but insignificant effect on job satisfaction.(Rafizal & Mohamed Mohamed Sultan, 2022)This result contradicts those who found that workload has a significant negative role on HR satisfaction.(Kirana et al., 2021)This difference in results indicates that there is still an interesting gap to explore. Therefore, in this study, supervisory support is proposed as a mediator.

Supervisory support support from superiors is one of the factors believed to be able to influence workload, work stress and job satisfaction(Herawati et al., 2023)Effective supervisor support, such as providing direction, guidance, and appreciation, can help employees better manage their workload and reduce perceived stress levels.(Kanat-maymon, 2017)With this support, employees feel more valued and motivated, thus maintaining job satisfaction despite facing tough work challenges.(Guo et al., 2020).

The performance of the Regional Office of the Directorate General of Customs and Excise for Central Java and Yogyakarta has shown interesting dynamics over the past two years. Based on the Organizational Performance Score (NKO) assessment, in 2023, this agency achieved a score of 115.64. This assessment was obtained based on four main perspectives: stakeholder perspective (30%), customer perspective (20%), internal process perspective (25%), and learning and growth perspective (25%). This score reflects optimal performance in carrying out the organization's duties and functions during the year.

However, in 2024, there was a slight decline in performance, with an NKO score of 112.29. Although the assessment composition based on the perspectives used remained the same: stakeholders (30%), customers (20%), internal processes (25%), and learning and growth (25%), these results indicate certain challenges affecting the effectiveness and efficiency of organizational performance implementation.

One factor contributing to declining performance is the high workload, which is disproportionate to the number of available Human Resources (HR). The extensive scope of supervision and evaluation, including monitoring factories and other industrial areas, adds to the complexity of the tasks carried out by employees. This condition leads to increased work stress, which not only impacts service quality but also lowers employee job satisfaction.

Prolonged work stress can impact various aspects, such as decreased morale, psychological and physical exhaustion, and decreased productivity. Therefore, the role of supervisors is

needed not only as technical oversight, but also as a source of motivation, guidance, and emotional balance for employees. Effective support from superiors can help alleviate psychological stress, provide clear direction, and create a healthier and more conducive work environment.

2. Research Methods

The type of research used is "explanatory research." The variables used are workload, job stress, job satisfaction, and supervisory support. The analysis used to answer the hypothesis is structural equation modeling using the Partial Least Square (PLS) approach. This approach is used because the estimation of latent variables in PLS is an exact linear combination of indicators, thus being able to avoid indeterminacy problems and produce accurate component scores. In addition, the PLS analysis method is powerful because it can be applied to all data scales, does not require many assumptions, and the sample size does not have to be large.

3. Results and Discussion

3.1. Respondent Description

The respondents of this study were employees of the Regional Office of the Directorate General of Customs and Excise of Central Java and Yogyakarta Special Region. The study was conducted by distributing research questionnaires from October 6-10, 2025. The results of the distribution of the research questionnaires obtained 135 questionnaires that were completely completed and could be processed. The description of the respondents can be presented according to their characteristics, as presented below:

Table Description of Respondent Characteristics

No	Characteristics	Total Sample n = 135	
		Amount	Percentage (%)
1.	Gender		
	Man	76	56.3
	Woman	59	43.7
2.	Age		
	21 - 30 years old	47	34.8
	31-40 years old	59	43.7
	41 - 50 years old	21	15.6
	> 50 years	8	5.9
3.	Last education		
	Diploma D3/D4	50	37.0
	Bachelor degree)	71	52.6
	Postgraduate (S2)	14	10.4
4.	Years of service		
	0 - 5 years	12	8.9
	6 - 10 years	31	23.0
	11 - 15 years	46	34.1
	16 - 20 years	39	28.9

>20 years	7	5.2
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Source: Results of research data processing (2025).

The data presented in Table shows that the respondents to this study were predominantly male, with 76 (56.3%), while 59 (43.7%) were female. This composition indicates that the work environment at the Regional Office of the Directorate General of Customs and Excise for Central Java and Yogyakarta Special Region still tends to be masculine, in line with the characteristics of government agencies that are oriented towards service and field supervision. The dominance of male employees can have implications for a more competitive, resilient, and target-oriented work pattern. However, the significant presence of female employees enriches the organizational dynamics by contributing to aspects of accuracy and interpersonal communication, both of which have the potential to increase collective job satisfaction.

In terms of age, the majority of respondents were in the 31–40 age group (43.7%), followed by the 21–30 age group (34.8%), while the remainder were aged 41–50 (15.6%) and over 50 (5.9%). This dominance of productive age illustrates that most employees are in the mid-career stage, a period when individuals have high work energy, good adaptability to change, and a strong drive to achieve. This condition has the potential to increase job satisfaction because at this age, employees tend to actively seek meaning and achievement in their work. However, the presence of senior employees remains important because they play a role in maintaining organizational stability and transferring knowledge between generations.

Educational characteristics indicate that the majority of respondents (52.6%) had a Bachelor's degree, followed by a Diploma (37.0%), and a Postgraduate (S2) degree (10.4%). This composition indicates that most employees have an academic background sufficient to understand the complex work policies and procedures within the Customs and Excise environment. A high level of education tends to correlate with analytical skills and an understanding of modern work systems, including aspects of digitalization and public services. Therefore, this relatively good level of education can be a driving factor in increasing job satisfaction because employees feel able to contribute optimally according to their competencies.

In terms of length of service, the majority of respondents had worked for 11–15 years (34.1%), followed by 16–20 years (28.9%), then 6–10 years (23.0%), 0–5 years (8.9%), and more than 20 years (5.2%). These data indicate that the majority of employees have considerable work experience in the Customs and Excise environment. This relatively long tenure reflects loyalty and a deep understanding of the organizational culture. Employees with medium to long work experience have generally adapted to the bureaucratic work system and have a stable level of job satisfaction due to a sense of security and emotional attachment to the agency. However, on the other hand, organizations need to pay attention to the career development needs of senior employees to prevent work burnout, which can reduce employee job satisfaction.

In this section, a descriptive analysis is conducted to obtain an overview of respondents' responses to the research variables. This analysis is conducted to obtain perceptions about respondents' tendencies to respond to the indicator items used to measure these variables and to determine the status of the variables studied at the research site.

The variable descriptions are grouped into 3 categories, namely: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with score = 3.67 – 5.00. A detailed description of each research variable can be described in the following section:

1) Workload

The description of respondents' responses in the form of descriptive statistics of the Workload variable data can be presented as follows:

Table Descriptive Statistics of Workload Variables

Variables and indicators	Mean	Standard Deviation
Workload	2.28	
1. Quantity of Work	2.23	0.81
2. Time Pressure	2.29	0.81
3. Work Complexity	2.32	0.80
4. Work Responsibility	2.27	0.76

The data presented in Table shows that the overall average for the workload variable is 2.28, which is included in the low category (range 1.00–2.33). The highest mean value is found in the Work Complexity indicator given to employees to complete work with a score of 2.32, while the lowest mean value is found in the Quantity of Work indicator with a score of 2.23. This finding indicates that most employees at the Regional Office of the Directorate General of Customs and Excise for Central Java and DI Yogyakarta feel a relatively light workload. This condition indicates that the distribution of tasks and responsibilities has been managed fairly proportionally and supported by the availability of adequate time for work completion. However, there is still potential for increasing efficiency, particularly in terms of equalizing the amount of work to avoid excessive burden on certain individuals. A controlled workload such as this has the potential to increase job satisfaction, because employees can carry out their tasks optimally without excessive pressure.

2) Work Stress

The description of respondents' responses in the form of descriptive statistics of the Work Stress variable data can be presented as follows:

Table Descriptive Statistics of Job Stress Variables

Variables and indicators	Mean
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		Standard Deviation
Work Stress	2.35	
1. Physical health problems,	2.26	0.81
2. Psychological health,	2.41	0.78
3. Decreased performance,	2.43	0.76
4. Influence on individual decision-making abilities.	2.31	0.85

The overall average for the Work Stress variable was 2.35, which is in the moderate category (2.34–3.66). The indicator with the highest score was physical health problems with a score of 2.43, while the indicator with the lowest score was the impact on an individual's decision-making ability with a score of 2.26. This reflects that employees occasionally experience work pressure that can affect their physical condition, although the stress level is generally within reasonable limits. Moderate work stress can be considered "eustress," or positive stress that motivates employees to be more careful and focused in carrying out their duties. However, the influence of stress on decision-making still needs to be monitored, because excessive psychological pressure can reduce the accuracy and objectivity in making work decisions. Therefore, management needs to ensure the availability of an effective support system to maintain employee psychological balance so that job satisfaction is maintained.

3) Supervisory support

Description of respondents' responses in the form of descriptive statistics of the Supervisory Support variable data can be presented as follows:

Table Descriptive Statistics of Supervisory Support Variables

Variables and indicators	Mean	Standard Deviation
Supervisory support	3.76	
1. Emotional support	3.75	0.95
2. Assessment support	3.79	0.99
3. Information support	3.77	1.06
4. Physical support	3.75	1.03

Descriptive results show that the overall average data for the supervisory support variable is 3.76, which is in the high/good category (3.67–5.00). The indicator with the highest value is assessment support, with a score of 3.79, while the indicator with the lowest value is emotional support, with a score of 3.75. These findings indicate that employees perceive strong support from their superiors, both in the form of fair performance evaluations and coaching in carrying out tasks. High perceptions of supervisory support reflect the quality of healthy working relationships between leaders and subordinates, where communication and

guidance are effective. This condition has positive implications for employee job satisfaction, because support from leaders not only increases motivation but also strengthens a sense of belonging to the organization.

4) Job satisfaction

The description of respondents' responses in the form of descriptive statistics of the Job Satisfaction variable data can be presented as follows:

Table Descriptive Statistics of Job Satisfaction Variables

Variables and indicators	Mean	Standard Deviation
Job satisfaction	3.73	
1. <i>Work It Yourself</i> (The work itself)	3.61	0.96
2. <i>Rewards and recognition</i> (satisfaction from recognition) and rewards for achievement)	3.77	0.92
3. <i>Coworker</i> (satisfaction with good relationships with colleagues)	3.81	0.93
4. <i>Promotions and Incentives</i> (Promotion and Salary/Wages)	3.73	0.95

The job satisfaction variable had an overall average of 3.73, which is included in the high/good category. The indicator with the highest mean value was satisfaction with recognition and achievement (rewards and recognition) with a score of 3.81, while the lowest value was found in the work itself indicator with a score of 3.61. These results indicate that employees are generally satisfied with their working conditions, particularly in terms of the reward and recognition system for work performance. This indicates that the organization's policy of providing appreciation has been effective and has a positive impact on work motivation. However, aspects of the work itself still need to be considered, especially in terms of work variety and challenges to avoid boredom. Overall, a high level of job satisfaction indicates the organization's success in creating a work environment that supports the psychological and professional well-being of employees.

Structural model testing (inner model) examines the relationship between latent constructs by estimating the path parameter coefficients and their significance levels (Ghozali, 2011). This procedure is carried out as a step in testing the proposed research hypothesis. The test yields output from the structural model of the loading factor construct, which explains the influence of the Workload construct on Job Satisfaction through Job Stress and the moderating effect of Supervisory Support.

In this case, data processing was performed using the Smart PLS v4.1.0 software tool. The results of this data processing are shown in the following image:

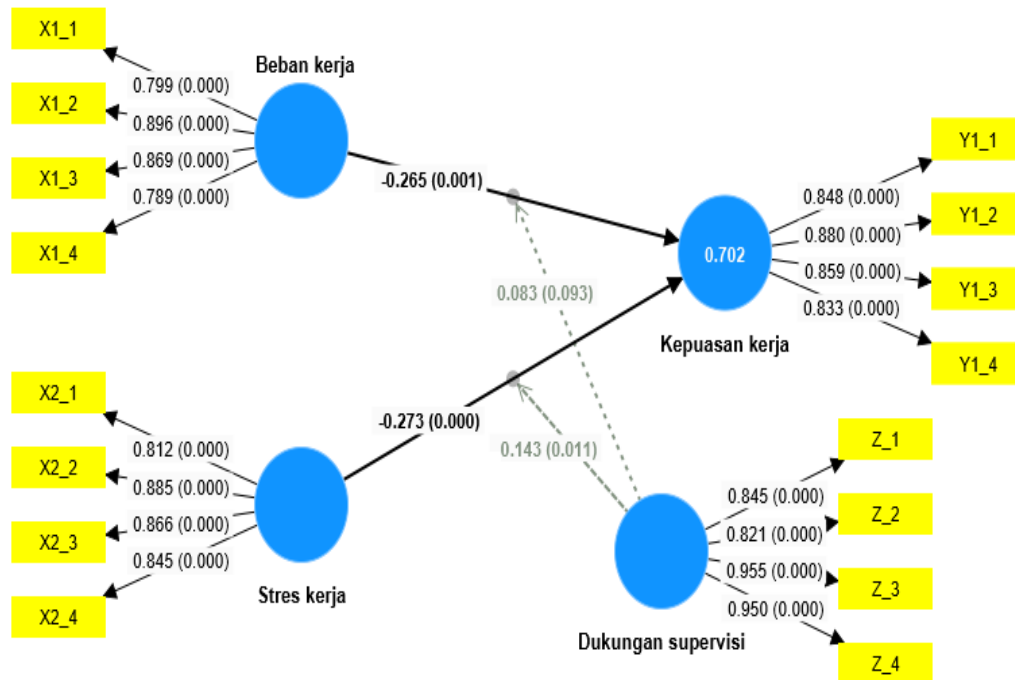


Figure Full SEM-PLS Moderation Model

Source: Results of research data processing with Smart PLS 4.1.0 (2025)

Research hypothesis testing is conducted to determine whether a hypothesis is accepted or not by comparing the calculated t with the t table with the condition that if the calculated $t > t$ table, then the hypothesis is accepted. The critical value used when the sample size is greater than 30 and the two-tailed test is 1.65 for a significance level of 10%, 1.96 for a significance level of 5% and 2.57 for a significance level of 1% (Marliana, 2019). In this case, to test the hypothesis used a significance level of 5% where the t table value is 1.96 (Ghozali & Latan, 2015). The results of testing the influence of each variable in this study can be presented in the following table:

Table Hypothesis Test Results

Hypothesis	Influence	Original sample	T statistics	P values	Information
1	Workload -> Job satisfaction	-0.265	3,464	0.001	Accepted
2	Job stress -> Job satisfaction	-0.273	3,934	0.000	Accepted
3	Supervisory support x Workload -> Job satisfaction	0.083	1,680	0.093	Rejected
4	Supervisory support x Job stress -> Job satisfaction	0.143	2,542	0.011	Accepted

Source: Primary data processing with Smart PLS 4.1.0 (2025)

Decisions are made based on the calculated statistical test values and predetermined significance levels. Hypothesis testing is performed by comparing the predetermined t -table

with the calculated t-value generated from the PLS calculation. Based on the data processing results table above, the results of each proposed hypothesis test can be identified as follows:

1) Hypothesis Testing 1:

In testing hypothesis 1, the original sample estimate value of the effect of workload on job satisfaction was obtained at -0.265. This value proves that workload has a negative effect on job satisfaction, the results of which are also strengthened by the results of the t-test obtained with a calculated t value (3.464) > t table (1.96) and p (0.001) < 0.05, so it can be said that there is a negative and significant effect of workload on job satisfaction. This means that a high workload tends to have an impact on decreasing job satisfaction, conversely a low workload will increase job satisfaction. Thus, the first hypothesis which states that "The higher the workload, the lower the job satisfaction" can be accepted.

2) Hypothesis Testing 2

In testing hypothesis 2, the original sample estimate value of the effect of work stress on job satisfaction was obtained at -0.273. This value proves that Work Stress has a negative effect on job satisfaction, the results of which are also strengthened by the results of the t-test obtained with a calculated t value (3.934) > t table (1.96) and p (0.000) < 0.05, so it can be said that there is a negative and significant effect of Work Stress on job satisfaction. This means that high work stress tends to have an impact on decreasing job satisfaction, conversely, low work stress will increase job satisfaction. Thus, the second hypothesis which states that "The higher the work stress, the lower the job satisfaction" can be accepted.

3) Hypothesis Testing 3:

In testing hypothesis 3, the original sample estimate value of the influence of the moderating variable (Supervisory support x workload) on job satisfaction was 0.083. However, from the results of the t-test, the calculated t value (1.680) < t table (1.96) and p (0.093) > 0.05, so it can be said that the moderating effect of Supervisory Support does not have a significant effect. This means that Supervisory Support does not weaken the negative impact of the influence of workload on job satisfaction. Thus, the third hypothesis which states that "Good supervisory support will weaken the impact of workload on job satisfaction" can be rejected.

4) Hypothesis Testing 4:

In testing hypothesis 4, the original sample estimate value of the influence of the moderating variable (Supervisory Support x Job Stress) on job satisfaction was 0.143. This value indicates that the moderating factor has a positive effect. When viewed through the t-test, the significance of its influence was obtained with a calculated t value (2.542) > t table (1.96) and p (0.011) < 0.05, so it can be said that high supervisory support can weaken the negative impact of work stress on job satisfaction. Thus, the fourth hypothesis which states that "Good supervisory support will weaken the impact of work stress on job satisfaction" can be accepted.

3.2. Discussion

1) The effect of workload on job satisfaction

Hypothesis 1 testing proves that workload has a negative and significant effect on job satisfaction. This means that a high workload tends to decrease job satisfaction. This study supports previous research that suggests that a heavy workload can lead to increased job stress, which in turn is associated with low job satisfaction. (Inegbedion et al., 2020).

Measurement of variables Workload in this study is measured from the reflection of four indicators. namely indicators The amount of work given to employees, the level of difficulty of the work given to employees, the adequacy of time given to employees to complete the work, the knowledge and skills of employees... these four aspects have been proven to have an impact on decreasing job satisfaction which in this study was measured from the reflection of four indicators. namely indicators *Work It Yourself*; Rewards and recognition; Coworkers and Promotion and Incentives.

The workload variable had the highest outer loading value for the work complexity indicator, while the job satisfaction variable showed the highest outer loading value for the rewards and recognition indicator (satisfaction with awards and recognition for work performance). This finding indicates that the higher the level of complexity or difficulty of the work faced by employees, the lower their level of satisfaction with the rewards and recognition they receive. This means that complex workloads cause high mental and physical stress, so employees may feel that their efforts are not commensurate with the form of appreciation given by the organization.

The workload variable shows that the indicator with the lowest outer loading value is the quantity of work, while the job satisfaction variable has the lowest outer loading value is promotions and incentives. This finding indicates that the higher the number of tasks employees must complete, the lower their perception of the promotions and incentives they receive. This means that an excessively heavy workload can create an imbalance between the effort expended and the rewards received, leading employees to feel underappreciated and potentially experiencing decreased work motivation.

2) The effect of workload on job satisfaction

Hypothesis 1 testing proves that work stress has a negative and significant effect on job satisfaction. This means that a high workload tends to decrease job satisfaction. This research supports the research conducted by (Sutagana et al., 2023) revealed that stress caused by excessive workload, task ambiguity, and external pressure can reduce job satisfaction levels.

Measurement of Work Stress in this study was measured using four indicators. namely indicators Physical health problems, psychological health problems, decreased performance, and impact on individual decision-making abilities. These four aspects have been shown to impact decreased job satisfaction, which in this study was measured by reflecting on four

indicators.namely indicators *Work It Yourself*; Rewards and recognition; Coworkers and Promotion and Incentives.

The work stress variable shows that the indicator with the highest outer loading value is decreased performance, while the job satisfaction variable has the highest outer loading value is rewards and recognition, or satisfaction with awards and recognition for work performance. These findings indicate that increasing levels of performance decline due to work stress have the potential to reduce employee satisfaction with the rewards and recognition they receive. In other words, when individuals experience high work pressure and their performance declines, they tend to feel less appreciated and less recognized for their efforts.

The work stress variable shows that the indicator with the lowest outer loading value is physical health problems, while in the job satisfaction variable, the indicator with the lowest outer loading value is promotions and incentives (promotions and salary/wages). This finding indicates that increasing physical health problems in individuals can contribute to a decreased perception of promotions and incentives received. This means that when employees experience physical fatigue, illness, or decreased physical condition due to high work pressure, they tend to feel less motivated or dissatisfied with the reward system provided by the organization, including opportunities for promotion and financial rewards. In other words, physical health problems not only impact performance but also reduce morale and positive perceptions of the compensation policies established by the institution.

3) Moderation of Supervisory Support in the relationship between workload and job satisfaction

Supervisory support did not significantly moderate the effect of workload on job satisfaction. This means that supervisory support did not weaken the negative impact of workload on job satisfaction.

Measurement of variables Supervisory support in this study it was measured from the reflection of four indicators namely indicators of emotional support, embodied assessment support, information support, and physical support. Then, measurement of the variables Workload in this study is measured from the reflection of four indicators.namely indicators The amount of work given to employees, the level of difficulty of the work given to employees, the adequacy of time given to employees to complete the work, and the knowledge and skills of employees. Meanwhile, job satisfaction in this study was measured from the reflection of four indicators.namely indicators *Work It Yourself*; Rewards and recognition; Coworkers and Promotion and Incentives.

The supervisory support variable shows that the indicator with the highest outer loading value is information support. Meanwhile, in the workload variable, the indicator with the highest value is job complexity. As for the job satisfaction variable, the indicator with the highest outer loading value is rewards and recognition, namely satisfaction with awards and

recognition for employee achievements. This finding indicates that increasing information support from superiors does not significantly impact the impact of the level of job difficulty faced by employees on increasing their satisfaction with the rewards and recognition received. This means that even if superiors provide adequate information support, it may not necessarily reduce employees' perceptions of the complexity of the work they face or increase their satisfaction with the rewards received.

The supervisory support variable shows that the indicator with the lowest outer loading value is appraisal support. For the workload variable, the indicator with the lowest value is the quantity of work, while for the job satisfaction variable, the indicator with the lowest outer loading value is promotion and incentives. These findings indicate that increasing appraisal support from superiors is not effective enough in reducing the negative impact of stress caused by a high number of tasks on aspects of job satisfaction related to promotions and incentives. This means that even though leaders provide assessments or feedback on employee performance, this is not able to provide significant psychological or motivational compensation when the workload is too high and rewards in the form of promotions and incentives are not perceived as adequate.

Supervisory support fails to mitigate the negative impact of workload on job satisfaction. The characteristics of human resources at the Regional Office of the Directorate General of Customs and Excise in Central Java and Yogyakarta are dominated by male employees, of productive age, highly educated, and with medium to long tenure. These characteristics reflect a competitive, independent, and target-oriented work culture, where employees rely more on their personal abilities and experiences to cope with work pressure than on support from superiors. Therefore, although supervisory support remains important, its influence is less significant because job satisfaction is more determined by factors such as proportional workload, career development opportunities, and performance rewards.

4) Moderation of Supervisory Support in the relationship between work stress and job satisfaction

Supervisory support significantly moderates the effect of job stress on job satisfaction. This means that high levels of supervisory support can mitigate the negative impact of job stress on job satisfaction. Previous research has shown that excessive workloads tend to decrease job satisfaction by causing stress and fatigue. (Herawati et al., 2023) However, if there is strong support from superiors or supervisors, the negative impact of the workload can be minimized. (Guo et al., 2020).

Measurement of variables Supervisory support in this study it was measured from the reflection of four indicators namely indicators of emotional support, embodied assessment support, information support, and physical support. Then, Work stress in this study was measured using four indicators. namely indicators Physical health problems, Psychological health, Decreased performance, Impact on individual decision-making abilities. Meanwhile, job satisfaction in this study was measured from the reflection of four indicators. namely

indicators *Work It Yourself*; Rewards and recognition; Coworkers and Promotion and Incentives.

The Supervisory Support variable has the highest outer loading value for the Information Support indicator, indicating that providing direction, feedback, and clear communication from superiors are the most dominant aspects in reflecting this support. Meanwhile, for the Job Stress variable, the Performance Decline indicator has the highest outer loading value, indicating that work stress is most clearly visible from the reduction in individual effectiveness and productivity. As for the Job Satisfaction variable, the indicator with the highest outer loading value is Rewards and Recognition, indicating that employee job satisfaction is most strongly influenced by awards and recognition for achievements.

These findings indicate that the greater the informational support provided by supervisors, the less likely a decline in performance due to work stress. In other words, effective communication and direction from superiors can help employees better manage work pressure, thereby maintaining a sense of appreciation and motivation within the existing reward system. This means that supervisory support in the form of timely and relevant information plays a crucial role in maintaining stable performance and increasing employee job satisfaction through feelings of recognition and appreciation for their contributions.

The supervisory support variable had the lowest outer loading value for the assessment support indicator, while the work stress variable had the lowest value for the physical health disorder indicator. Meanwhile, for the job satisfaction variable, the indicator with the lowest outer loading value was promotion and incentives (promotion and salary/wages). These results indicate that greater assessment support provided by superiors can help mitigate the negative impact of physical health disorders on job satisfaction levels, particularly in the promotion and compensation aspects.

4. Conclusion

Based on the research results and discussion, it can be concluded that the answers to the existing research questions are as follows: Workload has a negative and significant effect on job satisfaction. This means that a high workload tends to result in decreased job satisfaction. Job stress has a negative and significant effect on job satisfaction. This means that a high workload tends to result in decreased job satisfaction. Supervisory support did not significantly moderate the effect of workload on job satisfaction. This means that supervisory support did not weaken the negative impact of workload on job satisfaction. Supervisory support significantly moderates the effect of work stress on job satisfaction. This means that high levels of supervisory support can mitigate the negative impact of work stress on job satisfaction.

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