
**THE RELATIONSHIP BETWEEN COMPETENCE AND ABILITY TO MANAGE
WORK PRESSURE AND JOB SATISFACTION THROUGH ORGANIZATIONAL
SUPPORT AS A MEDIATING VARIABLE**

Mumu Syamsu Rizal¹

Universitas Swadaya Gunung Jati, Cirebon, Indonesia
mumu.122020363@ugj.ac.id

Anna Suzana²

Universitas Swadaya Gunung Jati, Cirebon, Indonesia
annasuzfeb@ugj.ac.id

Juwita³

Universitas Swadaya Gunung Jati, Cirebon, Indonesia
juwita@ugj.ac.id

Abstract

This study aims to analyze the relationship between competence and the ability to manage work pressure on job satisfaction through organizational support as a mediating variable among employees of PT Aman Farmasindo. The study employed a quantitative explanatory research design. Data were collected through questionnaires distributed to 120 employees using a total sampling approach. Data analysis was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS software. The results revealed that competence had a positive and significant effect on organizational support ($\beta = 0.537$; $p < 0.001$), the ability to manage work pressure had a positive and significant effect on organizational support ($\beta = 0.498$; $p < 0.001$), and organizational support had a positive and significant effect on job satisfaction ($\beta = 0.302$; $p < 0.001$). Furthermore, competence and the ability to manage work pressure also showed positive and significant effects on job satisfaction. Mediation analysis indicated that organizational support significantly mediated the relationship between competence and job satisfaction as well as the relationship between the ability to manage work pressure and job satisfaction. These findings highlight the importance of organizational support in strengthening the influence of individual factors on employee job satisfaction. This study contributes to the human resource management literature by providing empirical evidence regarding the mediating role of organizational support in the relationship between competence, work pressure management ability, and job satisfaction within the Indonesian organizational context.

Keywords: Competence, Job Satisfaction, Organizational Support, Stress Management Ability, Mediation

INTRODUCTION

Human resources play an important role in supporting organizational effectiveness and sustainability because employees are directly involved in carrying out organizational activities and achieving organizational objectives. Changes in work demands, increasing performance expectations, and the complexity of employees' responsibilities require organizations to pay attention not only to work outcomes but also to employees' experiences in the workplace. One important aspect of these experiences is job satisfaction, which reflects employees' evaluation of and feelings toward their work (Maan et al., 2020; Rubaca & Khan, 2020).

Job satisfaction is an important aspect of human resource management because employees' attitudes toward their work may influence how they carry out their responsibilities and interact with the organization. Employees who experience positive working conditions are more likely to develop favorable attitudes toward their jobs, whereas dissatisfaction may be associated with undesirable outcomes such as lower productivity, absenteeism, and employee turnover (Ali & Anwar, 2021; Sharma & Biswakarma, 2020). Therefore, understanding the factors associated with job satisfaction remains relevant, particularly in organizations where employees are required to meet demanding work responsibilities.

This issue is relevant to PT Aman Farmasindo, the organizational setting examined in this study. Employees in the organization are expected to carry out their responsibilities effectively while responding to the demands associated with their respective positions. These conditions make employee competence and the ability to manage work pressure relevant factors in understanding employees' work experiences. The present study involved 120 employees of PT Aman Farmasindo and examined their perceptions of competence, ability to manage work pressure, organizational support, and job satisfaction. However, the relationship among these factors cannot be understood solely from individual capabilities because employees' experiences are also influenced by how they perceive the treatment and support provided by the organization.

Competence is one of the individual factors that may be associated with employees' experiences at work. It refers to the knowledge, skills, and work-related capabilities required to perform responsibilities effectively. Employees with adequate competence are expected to be better able to deal with job requirements, complete their tasks, and contribute to organizational objectives. Previous research has shown that competence is associated with positive employee outcomes, including job satisfaction and organizational commitment (Amin, 2022; Riyanto et al., 2023; Afuan et al., 2024).

In addition to competence, the ability to manage work pressure may also influence employees' experiences in the workplace. Work pressure is not necessarily experienced in the same way by every employee because individuals may respond differently to demanding situations. The ability to manage work pressure is related to the strategies employees use to deal with work demands, including efforts to solve problems and regulate emotional responses. Employees who are able to manage work pressure effectively may be better able to maintain their psychological condition and continue performing their responsibilities under demanding circumstances (Obbarius et al., 2021; Zhang et al., 2022).

However, individual capabilities alone may not fully explain employees' job satisfaction. The organizational environment in which employees perform their work also needs to be considered. One important aspect of this environment is organizational support, which reflects employees'

perceptions regarding the extent to which the organization values their contributions and cares about their well-being. Employees who perceive greater organizational support tend to develop more positive attitudes toward their work and may experience greater job satisfaction (Maan et al., 2020; Sabil et al., 2024).

The relationship among these variables suggests that competence and the ability to manage work pressure may be associated not only with job satisfaction directly but also with employees' perceptions of organizational support. Employees who are able to perform their responsibilities effectively may perceive greater recognition and appreciation from the organization. Likewise, employees who can manage work pressure effectively may be better able to respond to demanding situations and perceive the work environment more positively. These experiences may contribute to how employees evaluate the support they receive from the organization.

From this perspective, organizational support may serve as a mechanism connecting individual factors with job satisfaction. When employees perceive that their contributions are valued and that the organization is concerned about their well-being, they may develop more favorable attitudes toward their work. Organizational support can therefore provide an important link between employees' individual capabilities and their evaluation of their jobs. This perspective is also consistent with previous research showing a positive relationship between organizational support and employee job satisfaction (Maan et al., 2020; Rubaca & Khan, 2020; Sabil et al., 2024).

Although previous studies have examined competence, the ability to manage work pressure, organizational support, and job satisfaction, these variables have often been discussed through separate relationships. Previous research has demonstrated relationships between competence and job satisfaction (Amin, 2022; Riyanto et al., 2023), work pressure and employees' psychological responses (Obbarius et al., 2021; Zhang et al., 2022), and organizational support and job satisfaction (Maan et al., 2020; Sabil et al., 2024). However, studies that integrate competence and the ability to manage work pressure as individual factors, organizational support as a mediating variable, and job satisfaction as the outcome remain limited, particularly in the context of organizations in Indonesia.

This gap provides a basis for examining organizational support as a mediating variable rather than simply as another factor associated with job satisfaction. By positioning organizational support as a mediator, the study seeks to explain how individual capabilities may be related to employees' satisfaction with their work through their perceptions of organizational treatment and support. Therefore, this study aims to analyze the relationship between competence and the ability to manage work pressure with job satisfaction through organizational support as a mediating variable among employees of PT Aman Farmasindo.

REVIEW OF LITERATURE

Competence

Competence refers to the capabilities possessed by an individual to perform work effectively. Spencer and Spencer (1993) describe competence as an underlying characteristic of an individual that is related to effective or superior performance in a particular job. This perspective emphasizes that competence is not limited to technical knowledge but also includes other characteristics that enable employees to carry out their responsibilities effectively.

In its development, the concept of competence has increasingly been viewed in relation to the demands of the organization and the requirements of particular jobs. Competence is therefore

The Relationship Between Competence and Ability to Manage...

not only relevant to whether employees are able to complete their tasks, but also to how well their capabilities correspond with organizational expectations. Employees who possess appropriate knowledge, skills, and work attitudes are generally better prepared to deal with job demands and contribute to organizational objectives (Amin, 2022; Riyanto et al., 2023).

The relevance of competence to employee outcomes has also been demonstrated in previous research. Amin (2022) found that competence is associated with job satisfaction and employee performance, while Riyanto et al. (2023) showed that competence and training are related to employee satisfaction and organizational commitment. These findings indicate that competence may influence employees beyond their ability to perform particular tasks. Competence may also shape employees' experiences and evaluations of their work.

Based on these perspectives, this study understands competence as the knowledge, skills, and work attitudes that enable employees to perform their responsibilities effectively. This definition is appropriate for the present study because it reflects competence as an individual capability that is relevant both to task performance and to employees' experiences within the organization.

Ability to Manage Work Pressure

The ability to manage work pressure is related to how individuals respond to demands that arise in their work environment. The concept is closely connected to the coping perspective developed by Lazarus and Folkman (1984), which explains stress as a process involving the interaction between individuals and their environment. From this perspective, the experience of pressure is influenced not only by the demands themselves but also by how individuals assess those demands and their ability to deal with them.

Lazarus and Folkman (1984) distinguish coping strategies into problem-focused coping and emotion-focused coping. Problem-focused coping involves efforts directed toward dealing with or changing the source of a problem, whereas emotion-focused coping involves efforts to regulate emotional responses to stressful situations. This distinction indicates that managing work pressure involves more than simply reducing the amount of pressure experienced; it also involves the way employees respond to demanding situations.

The relevance of coping to work-related pressure has continued to be demonstrated in more recent research. Obbarius et al. (2021) emphasized the importance of coping processes in understanding how individuals respond to stressful conditions, while Zhang et al. (2022) showed that coping strategies are related to employees' responses to job stress. These findings suggest that employees facing similar work demands may experience different outcomes depending on their ability to manage those demands.

In this study, the ability to manage work pressure is therefore understood as an employee's ability to deal with work demands through appropriate coping efforts, including problem-solving and emotional regulation. This definition is selected because the study focuses on the employee's capacity to manage work pressure rather than simply measuring the level of pressure experienced.

Organizational Support

Organizational support refers to employees' perceptions concerning the extent to which their organization values their contributions and cares about their well-being. Eisenberger et al. (1986) introduced the concept of perceived organizational support (POS) to explain employees' general beliefs regarding how the organization evaluates their contribution and concern for their

welfare. These perceptions develop through employees' experiences with organizational treatment, recognition, assistance, and other forms of organizational interaction.

Organizational support is important because employees do not evaluate their work solely based on the tasks they perform. Their perceptions of how they are treated by the organization can also shape their attitudes toward work. Employees who perceive that their contributions are appreciated and their well-being is considered may develop more positive attitudes toward the organization and their jobs.

The relationship between organizational support and employee attitudes has been supported by previous research. Maan et al. (2020) found a positive relationship between perceived organizational support and job satisfaction. Similar findings were reported by Rubaca and Khan (2020), while Sabil et al. (2024) also demonstrated that organizational support is associated with employee satisfaction and positive work attitudes. These findings indicate that organizational support is not merely an organizational practice but also an important psychological perception experienced by employees.

In the present study, organizational support is defined as employees' perception that the organization values their contributions and cares about their well-being. This definition is consistent with the original concept of perceived organizational support and is appropriate for this study because organizational support is positioned as a mediating variable that may explain the relationship between individual factors and job satisfaction.

Job Satisfaction

Job satisfaction refers to an individual's positive evaluation and feelings toward his or her work. Locke (1976) conceptualizes job satisfaction as a positive emotional state resulting from the appraisal of one's job or job experiences. This perspective emphasizes that satisfaction is formed through employees' evaluations of what they experience in their work compared with what they consider important or expected from their jobs.

Job satisfaction can therefore be understood as more than a temporary feeling of happiness at work. It represents an overall evaluation of the employee's work experience. Employees may evaluate their work based on various aspects, including the nature of their responsibilities, working conditions, relationships within the organization, and the treatment they receive from the organization.

Previous studies have identified several factors associated with job satisfaction, including competence and organizational support. Amin (2022) and Riyanto et al. (2023) demonstrated the relevance of competence to employee satisfaction, while Maan et al. (2020), Rubaca and Khan (2020), and Sabil et al. (2024) showed that organizational support is positively associated with job satisfaction. These findings suggest that job satisfaction can be influenced by both individual capabilities and employees' perceptions of their organizational environment.

Based on these perspectives, this study defines job satisfaction as the employee's positive evaluation and feeling toward his or her work based on the experiences obtained in the workplace. This definition is appropriate because it allows job satisfaction to be examined as an employee outcome that may be influenced by individual capabilities as well as organizational support.

Theoretical Framework

Organizational Support Theory and Social Exchange Theory

The relationships proposed in this study can be explained by integrating Organizational

The Relationship Between Competence and Ability to Manage...

Support Theory and Social Exchange Theory. Organizational Support Theory focuses on how employees develop perceptions regarding the extent to which the organization values their contributions and cares about their well-being. These perceptions are formed through employees' experiences with organizational treatment and interaction.

Social Exchange Theory complements this perspective by emphasizing the reciprocal nature of relationships between employees and organizations. When employees receive favorable treatment from their organization, they may respond with positive attitudes toward their work and the organization. Organizational support can therefore be understood as part of an exchange relationship in which employees interpret organizational treatment and subsequently develop attitudes based on those experiences.

The integration of these two perspectives provides a basis for understanding why organizational support may function as a mediating variable in the present study. Competence and the ability to manage work pressure represent individual factors that may influence employees' experiences within the organization. Employees with stronger competence may be able to contribute more effectively to organizational objectives, while employees who are able to manage work pressure may be better prepared to deal with demanding work conditions. These experiences may influence how employees perceive the organization's recognition, assistance, and concern for their well-being.

When employees perceive that the organization values their contribution and provides appropriate support, they may develop more positive evaluations of their employment relationship. Such perceptions may subsequently contribute to higher job satisfaction. In this way, Organizational Support Theory explains the formation of employees' perceptions of organizational support, while Social Exchange Theory helps explain why favorable organizational treatment may be associated with positive employee attitudes.

The theoretical integration can therefore be summarized as follows: competence and the ability to manage work pressure represent individual resources that may be associated with employees' perceptions of organizational support. Organizational support then represents the organizational mechanism through which these individual factors may be related to job satisfaction. This framework provides a theoretical basis for examining both the direct relationships between individual factors and job satisfaction and the indirect relationships through organizational support.

Relationship Between Variables

Competence and Organizational Support

Competence may be associated with employees' perceptions of organizational support because employees who possess adequate knowledge, skills, and work attitudes are better able to perform their responsibilities and contribute to organizational objectives. Their ability to make effective contributions may be accompanied by greater recognition, appreciation, and trust from the organization.

From the perspective of Organizational Support Theory, organizational recognition and appreciation are important experiences through which employees form perceptions about whether the organization values their contributions. Therefore, employees who are able to perform their work effectively may develop more favorable perceptions of organizational support.

Previous research supports the relevance of competence to employee experiences and organizational outcomes. Amin (2022) and Riyanto et al. (2023) demonstrated that competence is

associated with positive employee outcomes, including job satisfaction. However, the present study extends this perspective by examining whether competence is also associated with employees' perceptions of organizational support.

Ability to Manage Work Pressure and Organizational Support

The ability to manage work pressure may also be related to employees' perceptions of organizational support. Employees who are able to manage demanding situations through appropriate coping strategies may be better able to maintain their work functioning and respond constructively to workplace challenges.

The coping perspective proposed by Lazarus and Folkman (1984) suggests that individuals actively evaluate stressful demands and employ coping strategies according to how they perceive those demands and their available resources. Employees who are able to manage work pressure effectively may therefore experience demanding situations differently from employees who have greater difficulty managing such demands.

Previous research has demonstrated the relevance of coping strategies to employees' responses to work stress (Obbarius et al., 2021; Zhang et al., 2022). In the organizational context, employees' ability to manage work pressure may also influence how they experience and interpret their work environment. Therefore, the present study proposes that employees with a stronger ability to manage work pressure may have more positive perceptions of organizational support.

Organizational Support and Job Satisfaction

Organizational support is expected to be positively associated with job satisfaction because employees' evaluation of their work may be influenced by how they perceive the organization's treatment toward them. When employees believe that their contributions are valued and their well-being is considered, they may develop more favorable attitudes toward their jobs. This relationship is consistent with Organizational Support Theory, which emphasizes the importance of employees' perceptions regarding organizational recognition and concern. It is also consistent with Social Exchange Theory because favorable treatment from the organization may encourage employees to respond with positive attitudes toward their work.

Previous research has consistently demonstrated a positive relationship between organizational support and job satisfaction. Maan et al. (2020) found that perceived organizational support is associated with job satisfaction, while Rubaca and Khan (2020) and Sabil et al. (2024) similarly reported positive relationships between organizational support and employee satisfaction or work attitudes. Therefore, higher perceived organizational support is expected to be associated with higher employee job satisfaction.

Mediating Role of Organizational Support

The mediating role of organizational support is based on the assumption that individual capabilities may influence employee outcomes partly through employees' perceptions of their organizational environment. Competence and the ability to manage work pressure are individual factors, but their relationship with job satisfaction may also depend on how employees experience the organization in which they work.

Employees with stronger competence may be better able to perform their responsibilities and contribute to the organization, which may influence their experiences of recognition and appreciation. Similarly, employees who can manage work pressure effectively may be better able to respond to demanding work situations and recognize or utilize organizational resources. These

experiences may contribute to more favorable perceptions of organizational support. Once employees perceive that the organization values their contributions and cares about their well-being, they may evaluate their employment relationship more positively. This positive evaluation can contribute to greater job satisfaction. Thus, organizational support provides a potential mechanism through which competence and the ability to manage work pressure may be associated with job satisfaction.

This argument is consistent with the integration of Organizational Support Theory and Social Exchange Theory. Organizational Support Theory explains how perceptions of organizational support are formed, while Social Exchange Theory explains how favorable organizational treatment may generate positive employee attitudes. Accordingly, organizational support is positioned in this study as a mediating variable between competence and job satisfaction, as well as between the ability to manage work pressure and job satisfaction.

RESEARCH METHOD

This research uses a quantitative approach with an explanatory research type that aims to explain the relationship between variables by testing the formulated hypotheses. The research was conducted on employees of PT Aman Farimasindo in January 2026. The variables studied included competence (X1) and the ability to manage work pressure (X2) as independent variables, organizational support (M) as a mediating variable, and job satisfaction (Y) as a dependent variable. The quantitative approach was chosen because it is able to measure variables objectively based on numerical data so that the relationship between variables can be analyzed more accurately.

The population of this study consisted of 120 employees of PT Aman Farimasindo. Because all employees who met the predetermined criteria were included as research respondents, the study employed a total sampling approach. The inclusion criteria were employees who had worked for at least one year, were actively working at the time of data collection, and were willing to participate in the study. Based on these criteria, 120 employees participated as respondents. The data consisted of primary data collected through a closed-ended questionnaire and secondary data obtained from relevant documents and scientific literature. The questionnaire used a five-point Likert scale ranging from strongly disagree to strongly agree.

Data analysis was carried out using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software. This method was chosen because it is able to test direct and indirect relationships between variables simultaneously in one research model. The analysis was conducted through evaluation of the measurement model (outer model) which includes testing convergent validity, discriminant validity, and construct reliability, as well as evaluation of the structural model (inner model) which includes testing the coefficient of determination (R^2), bootstrapping to test the significance of the relationship between variables, mediation test, predictive relevance (Q^2), and effect size (F^2). Predictive relevance was assessed using the Q^2 predict value obtained from the PLS-Predict procedure. A Q^2 predict value greater than zero indicates predictive relevance for the endogenous construct. The research model examines the role of organizational support in mediating the influence of competence and ability to manage work pressure on employee job satisfaction.

RESULTS AND DISCUSSION

Results Analysis Data

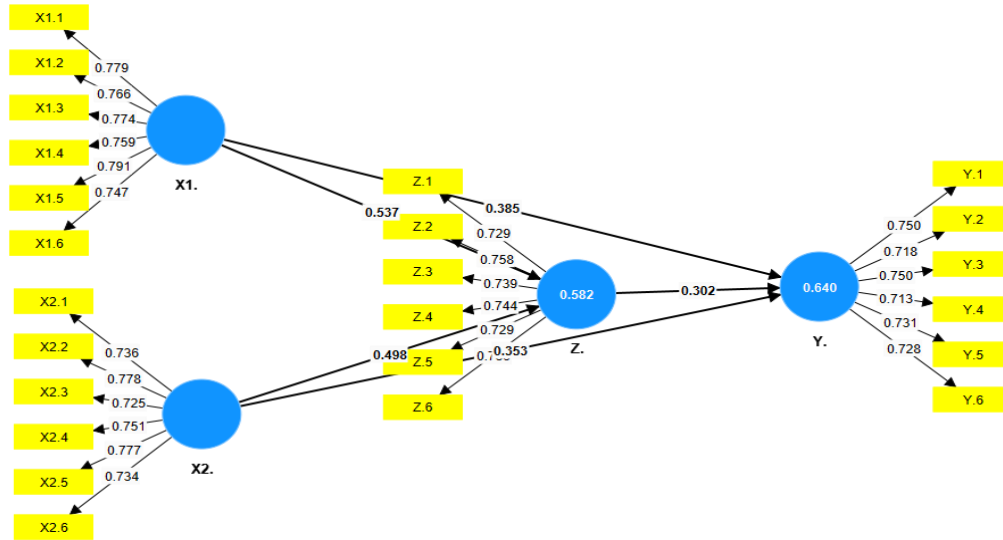


Figure 1
Outer Model

Evaluation Model Measurement (Outer Model)

Evaluation of the measurement model (outer model) to measure the extent to which indicator study Which used Can measure construct latent correctly and reliably. Evaluation of the outer model includes tests of convergent validity, discriminant validity, and construct reliability.

Test Validity Convergent

Validity convergent assessed from mark outer loading as well as Average Variance Extracted (AVE). It is declared valid if The indicator has an outer loading value ≥ 0.70 , while the construct is said to fulfill convergent validity if it has an AVE value ≥ 0.50 .

Table 1
Result Test Outer Loading

Indicator	Competence (X1)	Ability to Manage Work Pressure (X2)	Job Satisfaction (Y)	Organizational Support (Z)	Information
X1.1	0.779				Valid
X1.2	0.766				Valid
X1.3	0.774				Valid
X1.4	0.759				Valid
X1.5	0.791				Valid
X1.6	0.747				Valid
X2.1		0.736			Valid
X2.2		0.778			Valid

The Relationship Between Competence and Ability to Manage...

X2.3		0.725			Valid
X2.4		0.751			Valid
X2.5		0.777			Valid
X2.6		0.734			Valid
Y.1			0.750		Valid
Y.2			0.718		Valid
Y.3			0.750		Valid
Y.4			0.713		Valid
Y.5			0.731		Valid
Y.6			0.728		Valid
Z.1				0.729	Valid
Z.2				0.758	Valid
Z.3				0.739	Valid
Z.4				0.744	Valid
Z.5				0.729	Valid
Z.6				0.735	Valid

Table 1 shows that all indicators of competence, ability to manage work pressure, organizational support, and job satisfaction have outer loading values ≥ 0.70 . Therefore, all indicators meet the criteria for convergent validity.

Table 2
Values Average Variance Extracted (AVE)

Construct	Average Variance Extracted (AVE)
Competence (X1)	0.592
Ability to Manage Work Pressure (X2)	0.563
Job Satisfaction (Y)	0.536
Organizational Support (Z)	0.546

In Table 2, all variables have an AVE value > 0.50 , it can be concluded that all constructs have met the convergent validity criteria.

Test Validity Discriminant

Discriminant validity was applied to ensure that the constructs in the research model were clearly differentiated from other constructs. Discriminant validity was assessed using the Heterotrait–Monotrait Ratio (HTMT) and the Fornell–Larcker criterion.

Table 3
Fornell–Larcker Criterion

Construct	Competence	Ability to Manage Work Pressure	Job Satisfaction	Organizational Support
Competence	0.769			
Ability to Manage Work Pressure	0.087	0.750		
Job Satisfaction	0.591	0.552	0.732	
Organizational Support	0.580	0.545	0.718	0.739

The Fornell–Larcker criterion was assessed by comparing the square root of the AVE for each construct with its correlations with the other constructs. As shown in Table 3, the square root of AVE for competence (0.769), ability to manage work pressure (0.750), job satisfaction (0.732), and organizational support (0.739) is greater than the correlations between each construct and the other constructs. These results indicate that the constructs meet the Fornell–Larcker criterion and demonstrate adequate discriminant validity.

Table 4
Heterotrait–Monotrait Ratio (HTMT)

	Competence (X1)	Ability to Manage Work Pressure (X2)	Job Satisfaction (Y)	Organizational Support (Z)
Competence (X1)				
Ability to Manage Work Pressure (X2)	0.147			
Job Satisfaction (Y)	0.699	0.655		
Organizational Support (Z)	0.678	0.644	0.855	

The HTMT values ranged from 0.147 to 0.855, with all values below the threshold of 0.90. These results provide further evidence of discriminant validity among the constructs. Taken together with the Fornell–Larcker results, the findings indicate that competence, ability to manage work pressure, job satisfaction, and organizational support represent distinct constructs in the measurement model.

Construct Reliability

Construct reliability was assessed to evaluate the internal consistency of the indicators used to measure each latent construct. The assessment was based on Cronbach's alpha and composite reliability (ρ_A and ρ_C). A value of 0.70 or higher indicates adequate internal consistency and reliability of the construct.

Table 5
Construct Reliability

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Competence (X1)	0.862	0.862	0.897
Ability to Manage Work Pressure (X2)	0.845	0.846	0.885
Job Satisfaction (Y)	0.827	0.828	0.874
Organizational Support (Z)	0.834	0.837	0.878

As shown in Table 5, all constructs have Cronbach's alpha and composite reliability values above 0.70. Competence has a Cronbach's alpha of 0.862 and composite reliability (rho_C) of 0.897, while ability to manage work pressure has values of 0.845 and 0.885, respectively. Job satisfaction has values of 0.827 and 0.874, while organizational support has values of 0.834 and 0.878. These results indicate that all constructs demonstrate adequate internal consistency and are reliable for further structural model analysis.

Evaluation Model Structural (Inner Model)

Evaluation of the structural model (*inner model*) is carried out to assess the relationship between variables in the research model, including testing *the coefficient of determination* (R^2), the significance of the relationship between variables (hypothesis testing), as well as testing connection No direct from variables (mediation). The purpose of this evaluation is to determine the strength and direction of the relationship between the constructs in the research model that has been formulated.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was used to assess the proportion of variance in the endogenous constructs explained by the predictors included in the structural model. Higher R^2 values indicate a greater proportion of variance in the endogenous construct that can be explained by the model.

Table 6
Coefficient of Determination (R^2)

Construct	R-square	R-square adjusted
Job Satisfaction (Y)	0.640	0.631
Organizational Support (Z)	0.582	0.575

The R^2 value for organizational support was 0.582, indicating that competence and the ability to manage work pressure explain 58.2% of the variance in organizational support, while the remaining 41.8% is explained by factors outside the research model. For job satisfaction, the R^2

The Relationship Between Competence and Ability to Manage...

value was 0.640, indicating that the model explains 64.0% of the variance in job satisfaction, while the remaining 36.0% is explained by other factors not included in the model.

Effect Size (F^2)

Table 7
Effect Size (F^2)

Construct	Competence	Ability to Manage Work Pressure	Job Satisfaction	Organizational Support
Competence			0.243	0.684
Ability to Manage Work Pressure			0.217	0.589
Job Satisfaction				
Organizational Support			0.106	

The F^2 results indicate that competence has an effect size of 0.243 on organizational support, while the ability to manage work pressure has an effect size of 0.217. Both values indicate a moderate contribution to explaining organizational support. For job satisfaction, competence has an F^2 value of 0.106, whereas the ability to manage work pressure has a considerably larger F^2 value of 0.589. The largest effect size is observed for organizational support on job satisfaction, with an F^2 value of 0.684.

These results indicate that the contribution of the predictors differs across the endogenous constructs. Competence and the ability to manage work pressure make meaningful contributions to organizational support, but organizational support itself has the strongest contribution to explaining job satisfaction. The relatively large F^2 value of organizational support suggests that employees' perceptions of being valued, assisted, and supported by the organization have a substantial role in their overall evaluation of their work. Meanwhile, the relatively large effect of the ability to manage work pressure on job satisfaction suggests that employees' capacity to cope with work demands is also an important individual factor associated with job satisfaction.

Path Coefficients and Hypothesis Testing

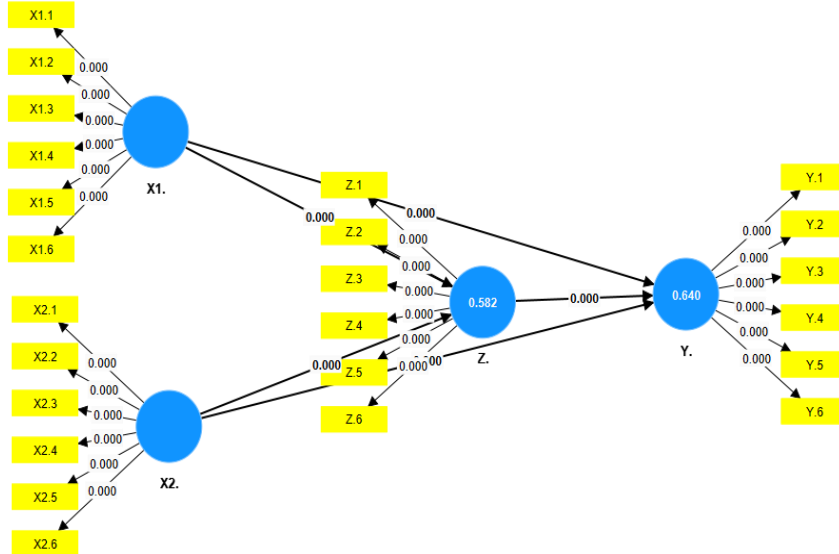


Figure 2

The significance test for the relationship between variables was conducted using the *bootstrapping technique* in the PLS-SEM method. A relationship between variables is considered significant if it has a *T-statistic value* > 1.96 and a *P-value* < 0.05 .

Table 8
Results Test Hypothesis (Path Coefficient)

Structural Relationship	Path Coefficient (β)	T statistics ($ O/STDEV $)	P values	Information
Competence -> Job Satisfaction	0.385	5,495	0.000	Significant
Competence -> Organizational Support	0.537	9,204	0.000	Significant
Ability to Manage Work Pressure -> Job Satisfaction	0.353	6,030	0.000	Significant
Ability to Manage Work Pressure -> Organizational Support	0.498	8,695	0.000	Significant
Organizational Support -> Job Satisfaction	0.302	3,683	0.000	Significant

Table 8 shows that all structural relationships in the proposed model are positive and statistically significant. Competence has a positive relationship with job satisfaction ($\beta = 0.385$, $p < 0.001$) and organizational support ($\beta = 0.537$, $p < 0.001$). The ability to manage work pressure is also positively related to job satisfaction ($\beta = 0.353$, $p < 0.001$) and organizational support ($\beta = 0.498$, $p < 0.001$). In addition, organizational support has a positive relationship with job satisfaction ($\beta = 0.302$, $p < 0.001$). These findings provide empirical support for all proposed direct relationships in the structural model.

Test Connection No Direct (Mediation)

Indirect Relationship Testing (Mediation) was carried out to determine the role of organizational support as a mediating variable in the relationship between competence and job satisfaction and the ability to manage work pressure. and job satisfaction. Mediation testing was conducted using bootstrapping in SmartPLS.

Table 9
Indirect Effects

Indirect Relationship	T statistics (O/STDEV)	P values	Information
Competence > Organizational Support > Job Satisfaction	3,748	<0.001	Significant
Ability to Manage Work Pressure > Organizational Support > Job Satisfaction	3,088	0.002	Significant

Table 9 shows that organizational support significantly mediates the relationship between competence and job satisfaction (T-statistic = 3.748, $p < 0.001$). Organizational support also significantly mediates the relationship between the ability to manage work pressure and job satisfaction (T-statistic = 3.088, $p = 0.002$). These results indicate that both individual factors are associated with job satisfaction through employees' perceptions of organizational support.

Predictive Relevance (Q^2_{predict})

Table 9
Indirect Effects

Endogenous Construct	Q^2_{predict}	RMSE	MAE
Job Satisfaction (Y)	0.557	0.666	0.518
Organizational Support (Z)	0.553	0.680	0.514

The predictive relevance assessment based on the Q^2_{predict} values shows that job satisfaction has a Q^2_{predict} value of 0.577, while organizational support has a Q^2_{predict} value of 0.553. Both values are greater than zero, indicating that the model demonstrates predictive relevance for the endogenous constructs. The Q^2_{predict} value for job satisfaction is slightly higher than that for

organizational support, indicating stronger predictive relevance for job satisfaction.

Competence and Organizational Support

The results show that competence has a positive and significant relationship with organizational support, with a path coefficient of 0.537 and a T-statistic of 9.204. This finding indicates that employees with stronger competence tend to perceive greater organizational support. In the context of PT Aman Farmasindo, this relationship may be related to the way employees' capabilities contribute to the completion of their responsibilities and the achievement of organizational objectives.

Employees who possess adequate knowledge, skills, and work attitudes are better able to perform their tasks and respond to the demands of their positions. Their ability to contribute effectively may create more opportunities for interaction with supervisors and the organization through feedback, recognition, assistance, and appreciation. These experiences can influence employees' perceptions of whether their contributions are valued by the organization. Therefore, the relationship between competence and organizational support can be understood not simply as a direct consequence of having higher competence, but as a relationship that may develop through employees' experiences of recognition and treatment within the workplace.

This finding is consistent with previous research by Amin (2022) and Riyanto et al. (2023), which indicates that competence is associated with positive employee outcomes. The present finding extends this perspective by showing that competence is also related to employees' perceptions of organizational support. Thus, competence may have implications beyond task performance because employees' capabilities can also shape their experiences within the organization.

The F^2 value of 0.243 indicates that competence has a moderate effect on organizational support. This suggests that competence makes a meaningful contribution to explaining organizational support, although employees' perceptions of support are not determined by competence alone. Other aspects of the organizational environment may also contribute to how employees perceive the treatment and support they receive.

Ability to Manage Work Pressure and Organizational Support

The results also indicate that the ability to manage work pressure has a positive and significant relationship with organizational support, with a path coefficient of 0.498 and a T-statistic of 8.695. This finding suggests that employees who are better able to manage work pressure tend to perceive greater organizational support.

In the context of PT Aman Farmasindo, employees may encounter different levels of work demands depending on their responsibilities. The ability to manage such demands may help employees maintain their work performance and interpersonal interactions even when facing pressure. Employees who are able to regulate their responses to demanding situations may also be better positioned to recognize, utilize, and respond to organizational assistance. As a result, their experiences with the organization may contribute to a more favorable perception of organizational support.

This finding is in line with the coping perspective discussed by Obbarius et al. (2021) and Zhang et al. (2022), which emphasizes the role of individual coping responses in dealing with stressful work conditions. The findings suggest that managing work pressure is not only relevant

to employees' psychological responses but may also be related to how employees experience their organizational environment.

The F^2 value of 0.217 indicates a moderate effect of the ability to manage work pressure on organizational support. Although its contribution is meaningful, the value also indicates that coping ability alone does not determine employees' perceptions of organizational support. Organizational practices and the actual support provided by the organization remain important factors in shaping those perceptions.

Organizational Support and Job Satisfaction

The results demonstrate a positive and significant relationship between organizational support and job satisfaction, with a path coefficient of 0.302 and a T-statistic of 3.683. This finding indicates that employees who perceive greater organizational support tend to report higher job satisfaction.

This relationship is particularly relevant in the context of PT Aman Farmasindo because employees' evaluations of their jobs may be influenced by how they experience the organization in their daily work. When employees feel that their contributions are recognized, their concerns are considered, and assistance is available when needed, they may develop a more positive evaluation of their work. Organizational support can therefore contribute to a work environment in which employees feel more valued and secure.

The finding is consistent with Maan et al. (2020), Rubaca and Khan (2020), and Sabil et al. (2024), who reported a positive relationship between organizational support and employee satisfaction or work attitudes. The present result strengthens these findings by showing that organizational support remains relevant to job satisfaction within the context of PT Aman Farmasindo.

An important finding is reflected in the F^2 value of 0.684 for the relationship between organizational support and job satisfaction. This is the largest effect size among the relationships examined in the model. The result suggests that organizational support makes the strongest substantive contribution to explaining job satisfaction compared with competence and the ability to manage work pressure. One possible explanation is that job satisfaction represents an overall evaluation of employees' work experiences, which can be strongly influenced by how employees are treated and supported by the organization. Individual competence may help employees perform their work, and the ability to manage work pressure may help them cope with demands, but these individual resources do not necessarily ensure that employees feel satisfied if they perceive insufficient organizational recognition, assistance, or concern for their well-being.

Therefore, the relatively large effect of organizational support suggests that improving job satisfaction should not focus solely on developing employee capabilities. Organizational practices that strengthen recognition, communication, assistance, and attention to employee well-being may also be important in shaping employees' overall evaluation of their work.

The Mediating Role of Organizational Support

The mediation analysis shows that organizational support significantly mediates the relationship between competence and job satisfaction, as well as the relationship between the ability to manage work pressure and job satisfaction. The indirect relationship between competence and job satisfaction through organizational support produced a T-statistic of 3.748 and a P-value below

0.001, while the indirect relationship between the ability to manage work pressure and job satisfaction produced a T-statistic of 3.088 and a P-value of 0.002.

These findings indicate that competence and the ability to manage work pressure are related to job satisfaction not only through their direct relationships with the outcome but also through employees' perceptions of organizational support. Competence enables employees to carry out their responsibilities and contribute to the organization. When these contributions are accompanied by recognition, appreciation, or assistance from the organization, employees may develop stronger perceptions that the organization values them. These perceptions can subsequently contribute to greater job satisfaction.

A similar mechanism may occur for the ability to manage work pressure. Employees who can deal effectively with demanding situations may be better able to maintain their work functioning and interact constructively with the organizational environment. When organizational resources and assistance are available, these employees may perceive the organization as more supportive. This perception can then contribute to a more favorable evaluation of their work.

The mediation finding is consistent with Rahmawati et al. (2024), which demonstrates the role of organizational support in explaining relationships between individual factors and employee work attitudes. It is also consistent with Sharma and Biswakarma (2020), which highlights the importance of organizational support in explaining employee job satisfaction.

The mediation results therefore provide a more complete explanation of the research model. Individual capabilities are relevant to job satisfaction, but their relationship with satisfaction is also connected to the organizational environment experienced by employees. Organizational support acts as an important mechanism through which employees' competence and ability to manage work pressure may be translated into more positive evaluations of their work.

Practical Implications

The findings have several practical implications for human resource management at PT Aman Farmasindo. First, employee competence remains important and can be strengthened through appropriate training, development, and opportunities to improve work-related skills. Second, employees' ability to manage work pressure should also receive attention because effective coping may help employees deal with demanding work situations.

However, the findings suggest that individual development should be accompanied by organizational support. The relatively large F^2 value of organizational support for job satisfaction indicates that employees' perceptions of how they are treated by the organization have a substantial role in shaping their satisfaction. Accordingly, the organization may strengthen job satisfaction by providing recognition for employee contributions, maintaining open communication, providing assistance when employees encounter work difficulties, and demonstrating concern for employee well-being.

Overall, the findings suggest that improving job satisfaction requires a combination of individual and organizational approaches. Developing competent employees and supporting their ability to manage work pressure may be more effective when accompanied by organizational practices that ensure employees feel valued and supported.

CONCLUSION

This study examined the relationships between competence, the ability to manage work pressure, organizational support, and job satisfaction among employees of PT Aman Farmasindo. The findings show that competence and the ability to manage work pressure are positively and significantly associated with organizational support and job satisfaction. Organizational support is also positively and significantly associated with job satisfaction and significantly mediates the relationships between competence and job satisfaction and between the ability to manage work pressure and job satisfaction.

The findings indicate that employee job satisfaction is shaped not only by individual capabilities but also by employees' perceptions of organizational treatment and support. The relatively strong contribution of organizational support to job satisfaction suggests that organizational practices such as recognition, assistance, communication, and attention to employee well-being should accompany efforts to improve employee competence and the ability to manage work pressure.

This study contributes to the understanding of the role of organizational support as a mechanism linking individual capabilities with job satisfaction in the context of an Indonesian organization. Future research may consider other organizational and individual factors that could further explain differences in employee job satisfaction.

REFERENCES

- Afuan, M., Ali, H., & Zefriyenni, Z. (2024). Determination of performance through job satisfaction. *Qubahan Academic Journal*.
- Ahmed, I., et al. (2022). Perceived organizational support and job satisfaction. *Journal of Management Development*.
- Ali, B. J., & Anwar, G. (2021). Job satisfaction: Factors and impacts. *International Journal of Engineering, Business and Management*.
- Amin, M. (2022). Competence on job satisfaction and lecturer performance. *Golden Ratio of Human Resource Management*.
- Bakker, A. B., & Demerouti, E. (2020). Job demands–resources theory. *Journal of Organizational Behavior*.
- Campion, M. A., et al. (2020). Competency modeling in HR. *Human Resource Management*.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*.
- Gallup, Inc. (2023). *State of the Global Workplace Report 2023*. Gallup Press.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *PLS-SEM using R*. Springer.
- Isbahi, M. B., Zuana, M. M. M., & Mariana, E. R. . (2022). The Technology Strategy in Website Communication Media in Improving Business Activities. *Majapahit Journal of Islamic Finance and Management*, 1(2), 126–138. <https://doi.org/10.31538/mjifm.v1i2.17>
- Kardas, J. (2023). Job competence and job satisfaction. *Sustainability*.
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. Springer.
- Lesener, T., et al. (2020). Job demands–resources meta-analysis. *Journal of Occupational Health Psychology*.
- Maan, A., et al. (2020). Perceived organizational support and job satisfaction. *Future Business Journal*.

- Ngoc, T., et al. (2024). Psychological factors and job satisfaction. *Journal of Social Economics Research*.
- Obbarius, A., et al. (2021). Transactional stress model validation. *Frontiers in Psychology*.
- Rahmawati, S., et al. (2024). Organizational support as mediator. *Journal of Management Research*.
- Riyanto, S., et al. (2023). Competence and job satisfaction. *Emerging Science Journal*.
- Rubaca, U., & Khan, M. (2020). Organizational support and job satisfaction. *Journal of Contingencies and Crisis Management*.
- Sabil, M., et al. (2024). Organizational support and employee satisfaction. *Jurnal Ilmiah Ilmu Terapan*.
- Sarstedt, M., et al. (2020). Partial least squares structural equation modeling. *Handbook of Market Research*.
- Sharma, D., & Biswakarma, G. (2020). Job satisfaction mediation model. *European Business & Management*.
- World Health Organization (WHO). (2022). *Mental health at work: Policy brief*. World Health Organization.
- Zhang, Y., et al. (2022). Coping strategies and job stress. *International Journal of Environmental Research and Public Health*