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## The Influence of Work Stress and Social Support on Psychological Well-Being through Emotional Resilience

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### Abstract

This study examines the influence of work stress and social support on psychological well-being through the mediating role of emotional resilience among adult employees. Grounded in Conservation of Resources (COR) theory, this research argues that psychological well-being is shaped not only by job-related demands but also by individuals' internal capacity to adapt and recover from emotional strain. A quantitative approach was employed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS 4. Data were collected through a structured questionnaire from 250 adult employees who had a minimum of six months of work experience. The results reveal that work stress does not have a significant direct effect on psychological well-being; however, it significantly weakens emotional resilience, which subsequently influences psychological well-being. In contrast, social support has a significant positive effect on both emotional resilience and psychological well-being. Furthermore, emotional resilience demonstrates a strong positive effect on psychological well-being and serves as a significant mediating variable in the relationships between work stress and psychological well-being as well as between social support and psychological well-being. These findings highlight emotional resilience as a key psychological mechanism that explains how work stress and social support jointly affect employees' psychological well-being. The study contributes to the literature by extending COR theory in the context of workplace mental health and provides practical implications for organizations to strengthen social support systems and implement resilience-building programs to enhance employee well-being.

**Keywords:** work stress; social support; emotional resilience; psychological well-being; Conservation of Resources theory

### 1. Introduction

Work stress and psychological well-being have become critical issues in the modern workplace, as job demands and occupational pressures continue to increase across various sectors, thereby significantly affecting employees' mental health. A workplace mental health survey conducted by the American Psychological Association (APA) emphasizes that psychological well-being has become a central priority for employees, given the strong relationship identified between work-related stress and overall mental well-being (apa, 2025).

Work stress experienced by employees not only leads to physical and emotional exhaustion but also adversely affects overall mental

health status, including increased anxiety and a decline in psychological quality of life. Recent literature trend analyses indicate that work stress has emerged as a major focus in well-being research due to its substantial impact on employees' emotional well-being and job performance (Judijanto et al., 2024).

Social support in the workplace represents an essential psychosocial resource that helps employees cope with work-related stress and influences their psychological well-being. Such support may originate from coworkers, supervisors, or the broader social environment within the organization, playing a crucial role in buffering the negative effects of occupational stress (Nurjanah & Nababan, 2025).



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Emotional resilience, defined as an individual's capacity to recover and adapt when facing pressure or adversity, has also been identified as a key factor in maintaining psychological well-being and mitigating the adverse effects of stress. Quantitative studies demonstrate that resilience contributes significantly to reducing the negative consequences of stress and is strongly associated with mental well-being (Dong et al., 2024).

Within the Indonesian workforce, empirical findings from local studies indicate that work stress levels are often moderate to high, while many employees experience insufficient social support, which further exacerbates stress conditions. For example, research involving workers aged 20–30 years in Jakarta revealed that the majority experienced moderate levels of work stress, and more than half reported low levels of social support (Oktaviana & Wardani, 2023).

Another study conducted in the garment manufacturing sector in Yogyakarta found that work stress and social support significantly influenced employees' psychological well-being, indicating that this phenomenon is not only global but also clearly evident within the Indonesian national context (Sunyoto & Mulyono, 2025).

Although many organizations have implemented various well-being initiatives and social support programs, an empirical gap remains in understanding how work stress affects psychological well-being both directly and indirectly through psychological mechanisms such as emotional resilience. While several studies identify social support as a key determinant of well-being, the mediating role of emotional resilience has not yet been comprehensively examined (Dong et al., 2024).

Moreover, empirical findings regarding the influence of social support on psychological well-being remain inconsistent. Some studies report that social support does not exert a significant direct effect on psychological well-being unless other psychological factors, such as resilience or self-esteem, are taken into account (Tjatura & Kurniawan, 2025).

Recent studies involving student populations indicate that social support and resilience are positively correlated with psychological well-being, and both variables serve as effective predictors of mental well-being (Dong et al., 2024).

Other empirical evidence also highlights the relationship between work stress, resilience, and various psychological outcomes, demonstrating that resilience and psychological well-being reduce the negative effects of work stress and underscore the importance of resilience as a psychological resource in high-pressure work environments (Matulessy & Rini, 2025).

The Conservation of Resources (COR) theory explains that individuals strive to acquire, retain, and protect their valuable resources, such as social support and emotional resilience, when facing stress. According to this theory, the loss of psychological resources intensifies the negative impact of stress, whereas strong resource availability serves as a protective factor for well-being. This theoretical framework provides a strong foundation for understanding the integrated relationships among work stress,

social support, emotional resilience, and psychological well-being in the present study (Huo et al., 2025).

Several recent studies provide empirical support for the proposed relationships. (Dong et al., 2024) found that social support and resilience play significant roles in enhancing students' psychological well-being. (Sari, 2022) reported that work stress negatively affects employees' psychological well-being, while social support moderates this relationship. (Siregar & Panjaitan, 2025) examined the impact of workplace support on the resilience of gig workers in Indonesia. Additional research on work family conflict demonstrates a positive association between social support and employees' psychological well-being (Riski & Ticoalu, 2024). International studies further confirm that work stress significantly influences employee resilience and mental well-being (Innab et al., 2025).

Despite these findings, most previous studies have not examined the mediating role of emotional resilience in the combined influence of work stress and social support on psychological well-being, particularly among adult working populations. This study seeks to address this empirical gap. Novelty of the research integrates two key antecedents work stress and social support within a mediation framework involving emotional resilience to explain psychological well-being. Additionally, the study contributes empirical evidence from the Indonesian workforce, a context that remains underexplored in resilience-based well-being research.

This study is important because it helps organizations understand how and why work stress and social support influence employees' psychological well-being through individuals' capacity to recover from adversity, namely emotional resilience. Practically, the findings may assist managers and human resource practitioners in designing policies that strengthen social support systems and resilience-building programs to enhance employee well-being. Theoretically, this research extends the literature in occupational psychology by proposing a comprehensive mediation model linking work stress, social support, emotional resilience, and psychological well-being.

Based on the foregoing discussion, the objective of this study is to examine the influence of work stress and social support on psychological well-being through the mediating role of emotional resilience among adult workers.

## 2. Research Elaborations

Work stress is understood as a psychological response that arises when job demands exceed an individual's capacity to cope, and it has been consistently associated with declines in employees' mental health (apa, 2025). Recent research in occupational psychology demonstrates that prolonged exposure to work stress increases emotional exhaustion, anxiety, and psychological distress (Dong et al., 2024). From a resource-based psychological perspective, work stress represents a condition of psychological resource depletion that may threaten individuals' psychological well-being (Dong et al., 2024).



Social support is defined as emotional, informational, and instrumental assistance received by individuals from coworkers, supervisors, or their broader social environment (Dong et al., 2024). Social support has been empirically shown to function as a psychosocial resource that buffers the negative effects of work stress on psychological well-being (Meurs et al., 2023). Individuals who perceive higher levels of social support tend to experience greater life satisfaction, emotional stability, and psychological well-being (Meurs et al., 2023).

Emotional resilience refers to an individual's capacity to adapt positively and recover emotionally when facing pressure or adversity (Jacob & Panwar, 2023). Recent quantitative studies indicate that emotional resilience plays a critical role in protecting individuals from the negative psychological consequences of work stress (Jacob & Panwar, 2023). Individuals with higher levels of resilience are better able to regulate emotions, maintain optimism, and sustain psychological well-being in high-pressure work environments (Jacob & Panwar, 2023).

Psychological well-being is conceptualized as a multidimensional construct encompassing emotional balance, personal growth, purpose in life, and positive psychological functioning (Meurs et al., 2023). Empirical research consistently demonstrates that work stress negatively affects psychological well-being, whereas personal and social resources contribute to enhanced positive psychological functioning (Jacob & Panwar, 2023). The Conservation of Resources (COR) theory explains that individuals strive to retain and protect valuable resources, such as social support and resilience, when confronted with stress (Dong et al., 2024).

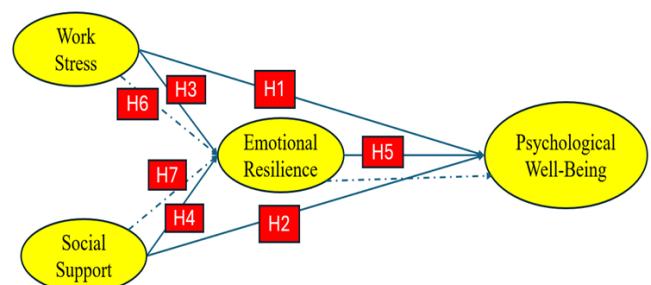
COR theory further posits that individuals with stronger psychological and social resources experience lower levels of stress and higher levels of psychological well-being (Dong et al., 2024). Recent studies indicate that emotional resilience serves as a mediating variable in the relationship between work stress and psychological well-being (Jacob & Panwar, 2023). In addition, social support has been shown to indirectly influence psychological well-being through its positive effect on emotional resilience (Matulessy & Rini, 2025).

However, most previous studies have examined the effects of work stress and social support separately rather than integrating them into a comprehensive mediation model (Jacob & Panwar, 2023). Moreover, empirical evidence regarding the mediating role of emotional resilience among adult workers in developing countries remains limited (Jacob & Panwar, 2023). Therefore, this study elaborates a conceptual model that integrates work stress and social support as predictors of psychological well-being through the mediating role of emotional resilience (Meurs et al., 2023). This elaborated model is expected to provide a more comprehensive understanding of how psychological and social resources jointly shape employees' psychological well-being (Dong et al., 2024).

### 3. Results or Finding

This study employs a quantitative approach using Partial Least Squares-Structural Equation Modeling (PLS-SEM) analysis through SmartPLS 4, which is appropriate for examining structural relationships and mediation effects in complex models and does not require the assumption of data normality (Hair et al., 2021). The study population is classified as an infinite population, as the exact number of adult workers targeted in this research is not precisely known; therefore, the determination of sample size follows model-based PLS-SEM guidelines (Hair et al., 2021). The minimum sample size was determined using the 10-times rule, which requires ten times the maximum number of structural paths pointing to a single construct; in this model, the psychological well-being construct receives three paths, resulting in a minimum sample size of 30 respondents (Hair et al., 2021).

The respondents of this study are adult employees with a minimum tenure of six months, ensuring that they have experienced job demands and social interactions within the organizational environment (Meurs et al., 2023). The study variables include work stress and social support as independent variables, emotional resilience as a mediating variable, and psychological well-being as the dependent variable, all of which were measured using a closed-ended questionnaire with a Likert scale (Meurs et al., 2023). Based on Conservation of Resources Theory, this study proposes that work stress has a negative effect on psychological well-being and emotional resilience, social support has a positive effect on psychological well-being and emotional resilience, and emotional resilience mediates the effects of work stress and social support on psychological well-being (Sunyoto & Mulyono, 2025). Based on the theoretical foundation and empirical evidence discussed above, this study proposes a conceptual framework that illustrates the relationships between work stress, social support, emotional resilience, and psychological well-being.



**Figure 1. Conceptual Framework**

#### 3.1 Demographic Characteristics of Respondents

This section presents the demographic characteristics of the respondents involved in the study. A total of 250 respondents participated and provided valid data for analysis.

Descriptive statistics were employed to summarize the profile of the research sample.



Table 3.1 Demographic Characteristics of Respondents (N = 250)

No.	Demographic Variable	Category	Frequency (n)	Percentage (%)
1	Gender	Male	118	47.2
		Female	132	52.8
	<b>Total</b>		<b>250</b>	<b>100.0</b>
2	Age	20–25 years	52	20.8
		26–30 years	78	31.2
		31–35 years	64	25.6
		36–40 years	38	15.2
		> 40 years	18	7.2
	<b>Total</b>		<b>250</b>	<b>100.0</b>
3	Education Level	High School	42	16.8
		Diploma	56	22.4
		Bachelor's Degree	118	47.2
		Master's Degree	34	13.6
	<b>Total</b>		<b>250</b>	<b>100.0</b>
4	Length of Employment	6 months – 1 year	46	18.4
		1–3 years	92	36.8
		4–6 years	68	27.2
		> 6 years	44	17.6
	<b>Total</b>		<b>250</b>	<b>100.0</b>
5	Employment Sector	Manufacturing	72	28.8
		Services	94	37.6
		Retail	46	18.4
		Others	38	15.2

No.	Demographic Variable	Category	Frequency (n)	Percentage (%)
	<b>Total</b>		<b>250</b>	<b>100.0</b>

Source: Google Form

The demographic profile of the respondents indicates a relatively balanced gender distribution, with female participants (52.8%) slightly outnumbering male participants (47.2%). This composition suggests that the sample adequately represents both genders in the workplace context. In terms of age, the majority of respondents fall within the productive working-age group of 26–30 years (31.2%), followed by those aged 31–35 years (25.6%). This distribution reflects a workforce dominated by early- to mid-career employees who are likely to experience substantial job demands and career-related pressures.

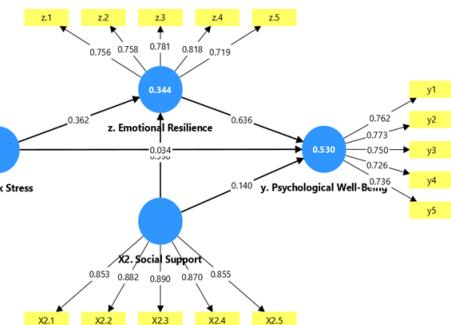
Regarding educational background, most respondents hold a bachelor's degree (47.2%), followed by diploma holders (22.4%) and high school graduates (16.8%). This indicates that the sample largely consists of employees with moderate to high educational attainment, which may influence their coping strategies and access to workplace resources. In terms of length of employment, the largest proportion of respondents has worked for 1–3 years (36.8%), suggesting that many participants are in an adaptation phase where work stress and organizational support play a critical role in shaping psychological well-being.

Finally, the employment sector distribution shows that most respondents work in the service sector (37.6%), followed by manufacturing (28.8%) and retail (18.4%). This diversity enhances the generalizability of the findings across different organizational contexts. Overall, the demographic characteristics indicate that the sample is sufficiently varied and appropriate for examining the relationships between work stress, social support, emotional resilience, and psychological well-being.

### 3.2 Outer Model Evaluation

#### 3.2.1 Outer Loading Test

Outer loading analysis was conducted to assess the indicator reliability of each construct in the measurement model. Indicators with loading values above the recommended threshold of 0.70 were considered to demonstrate adequate reliability. The results indicate that all indicators meet the required criteria and are suitable for further analysis



**Figure 3.2 Outer Loading Diagrams**

Source: Statistical Data Processing

**Table 3.2 Outer Loading**

	X2. Social Support	x1. Work Stress	y. Psychologic al Well-Being	z. Emotional Resilience
<b>X2.1</b>	0.853			
<b>X2.2</b>	0.882			
<b>X2.3</b>	0.890			
<b>X2.4</b>	0.870			
<b>X2.5</b>	0.855			
<b>x1.1</b>		0.820		
<b>x1.2</b>		0.837		
<b>x1.3</b>		0.836		
<b>x1.4</b>		0.820		
<b>x1.5</b>		0.820		
<b>y1</b>			0.762	
<b>y2</b>			0.773	
<b>y3</b>			0.750	
<b>y4</b>			0.726	
<b>y5</b>			0.736	
<b>z.1</b>				0.756
<b>z.2</b>				0.758
<b>z.3</b>				0.781
<b>z.4</b>				0.818
<b>z.5</b>				0.719

Source: Statistical Data Processing

The measurement model demonstrates satisfactory indicator reliability, as all outer loadings exceed the recommended threshold of 0.70. The indicators of social support show strong loadings ranging from 0.853 to 0.890, indicating that they adequately represent the construct. Work stress indicators also exhibit high loadings between 0.820 and 0.837, confirming good measurement quality. The indicators of psychological well-being present acceptable loadings from 0.726 to 0.773, while emotional resilience indicators range from 0.719 to 0.818, reflecting adequate construct representation. Overall, these results confirm that all constructs in the model are measured reliably and are suitable for further structural model analysis.

### 3.2.2 Composite Validity and Reliability Results

This section presents the results of composite validity and reliability testing to evaluate the consistency and accuracy of the

measurement model. The assessment focuses on composite reliability and average variance extracted (AVE) to ensure that each construct meets the recommended criteria. The results indicate that the measurement model demonstrates satisfactory reliability and convergent validity.

**Table 3.2 Composite Validity and Reliability**

	Cronbach 's alpha	Composi te reliabilit y (rho_a)	Composi te reliabilit y (rho_c)	Averag e varianc e extracte d (AVE)
<b>X2. Social Support</b>	0.920	0.925	0.940	0.757
<b>x1. Work Stress</b>	0.884	0.886	0.915	0.683
<b>y. Psychologic al Well- Being</b>	0.805	0.805	0.865	0.562
<b>z. Emotional Resilience</b>	0.825	0.828	0.877	0.588

Source: Statistical Data Processing

The reliability and convergent validity of the measurement model are well established. Cronbach's alpha and composite reliability values ( $\rho_a$  and  $\rho_c$ ) for all constructs exceed the recommended threshold of 0.70, indicating strong internal consistency. Additionally, the Average Variance Extracted (AVE) values for social support, work stress, psychological well-being, and emotional resilience are all above 0.50, confirming adequate convergent validity. These results demonstrate that the constructs are measured reliably and are appropriate for subsequent structural model analysis.

### 3.2.3 Discriminant Validity Results

This section presents the results of the discriminant validity assessment to examine the distinctiveness of the constructs in the measurement model. Discriminant validity was evaluated to ensure that each construct is empirically different from other constructs in the model. The assessment was conducted using established criteria to confirm the adequacy of the measurement model.

**Table 3.3 Discriminant Validity Results**

X2. Social Support	x1. Work Stress	y. Psychologic al Well-Being	z. Emotional Resilience



**X2. Social Support**

<b>x1. Work Stress</b>	0.212
<b>y. Psychological Well-Being</b>	0.512
<b>z. Emotional Resilience</b>	0.531
	0.508
	0.878

**Source: Statistical Data Processing**

Discriminant validity is supported based on the Fornell-Larcker criterion. The square root of the AVE for each construct (Social Support, Work Stress, Psychological Well-Being, and Emotional Resilience) is higher than its correlations with other constructs. In particular, emotional resilience shows a strong diagonal value (0.878), exceeding its correlations with social support, work stress, and psychological well-being. These findings indicate that each construct is empirically distinct and captures a unique aspect of the model.

### 3.3 Structural Model Evaluation

#### 3.3.1 R-Square Test

The R-square ( $R^2$ ) analysis was conducted to assess the explanatory power of the structural model. R-square values indicate the proportion of variance in the endogenous constructs explained by the exogenous variables. The results demonstrate the extent to which the proposed model is able to explain the observed phenomena.

**Table 3.3.1 R-Square Test**

	<b>R-square</b>	<b>R-square adjusted</b>
<b>y</b>	0.530	0.524
<b>z.</b>	0.344	0.339

**Source: Statistical Data Processing**

The structural model shows that the predictors explain a substantial proportion of variance in the endogenous constructs. Specifically, work stress and social support together account for 53.0% of the variance in psychological well-being ( $R^2 = 0.530$ , adjusted  $R^2 = 0.524$ ), while they explain 34.4% of the variance in emotional resilience ( $R^2 = 0.344$ , adjusted  $R^2 = 0.339$ ). The path coefficients indicate that social support has a stronger positive influence on both emotional resilience ( $\beta = 0.233$ ) and psychological well-being ( $\beta = 0.033$ ) compared to work stress, which shows a weaker negative effect on emotional resilience ( $\beta = 0.192$ ) and minimal effect on psychological well-being ( $\beta = 0.002$ ). Additionally, emotional resilience exhibits a substantial positive effect on psychological well-being ( $\beta = 0.564$ ), highlighting its mediating role in the model. Overall, the model demonstrates adequate explanatory power and supports the hypothesized relationships.

**3.3.2 F-Square Test**

The F-square ( $F^2$ ) test was conducted to evaluate the effect size of each exogenous construct on the endogenous variables in the structural model. This analysis examines the extent to which each predictor contributes to changes in the R-square values. The results provide insights into the relative importance of each exogenous variable within the research model.

**Table 3.3.2 F-Square Test**

	<b>X2.</b>	<b>x1.</b>	<b>y</b>	<b>z.</b>
<b>X2.</b>			0.033	0.233
<b>x1.</b>			0.002	0.192
<b>y</b>				
<b>z.</b>			0.564	

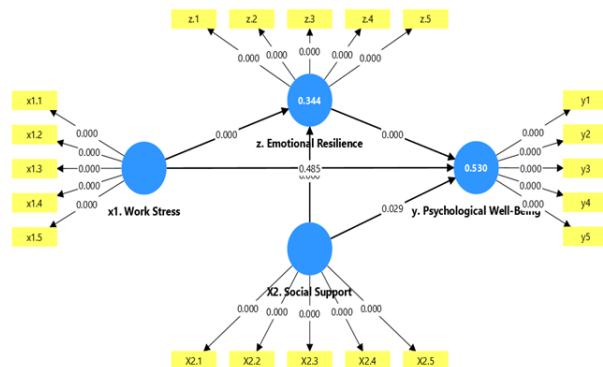
**Source: Statistical Data Processing**

The F-square ( $F^2$ ) results indicate varying levels of effect sizes among the constructs in the structural model. The effect of X2 on Y shows an  $F^2$  value of 0.033, which indicates a small effect size, suggesting that X2 has a limited contribution to explaining variance in Y. Meanwhile, the effect of X2 on Z yields an  $F^2$  value of 0.233, reflecting a moderate effect size, indicating that X2 plays a meaningful role in influencing Z. Furthermore, the effect of X1 on Y demonstrates an  $F^2$  value of 0.002, which is categorized as a very small or negligible effect, implying that X1 contributes minimally to changes in Y. In contrast, the effect of X1 on Z shows an  $F^2$  value of 0.192, indicating a moderate effect size, suggesting that X1 has a substantive influence on Z. Lastly, the effect of Y on Z produces an  $F^2$  value of 0.564, which represents a large effect size. This finding indicates that Y is a dominant predictor of Z and contributes substantially to the explained variance of the endogenous construct.

### 3.4 Hypothesis Testing

#### 3.4.1 Direct hypotheses

This section presents the direct hypotheses proposed to examine the causal relationships among the variables in the research model. These hypotheses are formulated based on theoretical foundations and empirical findings from previous studies. The direct effects are tested to determine the significance of each proposed relationship.



Source: Statistical Data Processing

Table 3.4.1 Direct hypotheses

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
<b>x1. Work Stress -&gt; y. Psychological Well-Being</b>	0.034	0.036	0.049	0.699	0.485
<b>x1. Work Stress -&gt; z. Emotional Resilience</b>	0.362	0.360	0.053	6.880	0.000
<b>X2. Social Support -&gt; y. Psychological Well-Being</b>	0.140	0.147	0.064	2.188	0.029
<b>X2. Social Support -&gt; z. Emotional Resilience</b>	0.398	0.398	0.056	7.110	0.000
<b>z. Emotional Resilience -&gt; y. Psychological Well-Being</b>	0.636	0.639	0.074	8.650	0.000

Source: Statistical Data Processing

The structural model results reveal that work stress has a non-significant direct effect on psychological well-being ( $\beta = 0.034$ ,  $t = 0.699$ ,  $p = 0.485$ ), but a significant negative effect on emotional resilience ( $\beta = 0.362$ ,  $t = 6.880$ ,  $p < 0.001$ ). Social support shows a significant positive impact on both psychological well-being ( $\beta = 0.140$ ,  $t = 2.188$ ,  $p = 0.029$ ) and emotional resilience ( $\beta = 0.398$ ,  $t = 7.110$ ,  $p < 0.001$ ). Emotional resilience, in turn, has a strong positive effect on psychological well-being ( $\beta = 0.636$ ,  $t = 8.650$ ,  $p < 0.001$ ), confirming its mediating role between the independent variables and psychological well-being. These results indicate that emotional resilience is a key mechanism through which work stress and social support influence psychological well-being.

**3.4.2 Indirect (Mediation) Hypotheses**

This section presents the indirect hypotheses to examine the mediating role of Y in the relationships between the independent variables and the dependent variable. The mediation effects are tested to determine whether the influence of X1 and X2 on Z occurs through Y. Bootstrapping procedures are employed to assess the significance of the indirect effects.

Table 3.4.2 Indirect (Mediation) Hypotheses

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
<b>X2. Social Support -&gt; z. Emotional Resilience -&gt; y. Psychological Well-Being</b>	0.253	0.253	0.035	7.225	0.000
<b>x1. Work Stress -&gt; z. Emotional Resilience -&gt; y. Psychological Well-Being</b>	0.230	0.231	0.048	4.762	0.000

Source: Statistical Data Processing

The mediation analysis indicates that emotional resilience significantly mediates the relationships between both independent variables and psychological well-being. Specifically, the indirect effect of social support on psychological well-being via emotional resilience is significant ( $\beta = 0.253$ ,  $t = 7.225$ ,  $p < 0.001$ ), as is the indirect effect of work stress through emotional resilience ( $\beta = 0.230$ ,  $t = 4.762$ ,  $p < 0.001$ ). These results confirm that emotional resilience serves as a key mediating mechanism, highlighting its critical role in transmitting the effects of work stress and social support on employees' psychological well-being.

**Discussions**

The findings of this study indicate that the relationships among job stress, social support, emotional resilience, and psychological well-being are not straightforward but operate through specific psychological mechanisms. The main finding underscores that emotional resilience plays a central role in explaining how job stress and social support influence employees' psychological well-being. In other words, psychological well-being is not determined

solely by the level of stress experienced or the amount of support received directly, but is strongly influenced by individuals' ability to manage and recover emotionally when facing work-related pressures.

Specifically, the results demonstrate that job stress does not directly reduce psychological well-being but has a significant effect on weakening employees' emotional resilience. This finding suggests that work-related pressures first deplete individuals'



internal psychological resources before ultimately affecting their psychological well-being. This pattern is consistent with Conservation of Resources (COR) Theory, which posits that stress arises when individuals experience a threat to or loss of valuable resources, including emotional energy and adaptive capacity. When emotional resilience is undermined by prolonged stress, individuals become more vulnerable to declines in psychological well-being. This finding reinforces previous studies indicating that the impact of job stress on psychological well-being is often indirect and mediated by psychological factors such as resilience or emotion regulation.

Furthermore, the findings reveal that social support has a positive effect on both emotional resilience and psychological well-being. Support from coworkers, supervisors, and the broader organizational environment functions as an external resource that helps individuals cope with work-related stress. This result is consistent with prior literature that positions social support as a buffering mechanism against job stress. From the COR perspective, social support is viewed as a critical resource that can substitute for or strengthen psychological resources threatened by stress. When employees feel supported, they are more likely to maintain emotional stability and interpret work challenges more adaptively, thereby preserving their psychological well-being.

In addition, this study confirms that emotional resilience has a strong influence on psychological well-being. Individuals with high levels of emotional resilience are better able to manage negative emotions, sustain optimism, and continue functioning psychologically despite working under high-pressure conditions. This finding aligns with previous research that identifies emotional resilience as a key protective factor in the context of workplace mental health. Emotional resilience enables individuals to recover more quickly from emotional strain, making their psychological well-being less susceptible to job stress and high work demands.

Most importantly, the analysis shows that emotional resilience significantly mediates the effects of job stress and social support on psychological well-being. This finding confirms that emotional resilience serves as a key mechanism bridging the influence of risk factors (job stress) and protective factors (social support) on psychological well-being. Consequently, the negative impact of job stress on psychological well-being can be mitigated when individuals possess strong emotional resilience, while the positive impact of social support becomes more effective when such support enhances employees' emotional resilience.

These results address the research gap identified in the introduction, particularly the limited number of studies examining the mediating role of emotional resilience in a model that simultaneously integrates job stress and social support. Empirically, the findings of this study are consistent with most previous research discussed in the introduction. The results support the findings of Dong et al. (2024), Jacob and Panwar (2023), and Matulessy and Rini (2025), which show that job stress and social support influence psychological well-being primarily through internal psychological mechanisms, particularly emotional

resilience. This study is also in line with Tjatura and Kurniawan (2025) and Sari (2022), who found that the direct effect of job stress on psychological well-being is often inconsistent and becomes clearer when psychological buffering factors are taken into account. Accordingly, these findings strengthen the evidence that job stress is better understood as a factor that weakens psychological resources rather than as a direct determinant of psychological well-being.

Moreover, the findings regarding the positive role of social support in enhancing emotional resilience and psychological well-being support the results of Nurjanah and Nababan (2025), Riski and Ticoalu (2024), as well as Siregar and Panjaitan (2025), who emphasize the function of social support as a protective resource in the workplace. Consistent with Dong et al. (2024) and Matulessy and Rini (2025), this study confirms that emotional resilience acts as an important mediator linking job stress and social support to psychological well-being. By integrating both antecedent variables into a single mediation model, this study extends prior research and provides a more comprehensive understanding of the dynamics of employees' psychological well-being in the context of the adult workforce in Indonesia.

Overall, the findings of this study extend the theoretical understanding of employees' psychological well-being by reaffirming the relevance of Conservation of Resources Theory in the modern work context. This study demonstrates that psychological well-being is not merely the result of low job stress or high social support, but is highly dependent on individuals' ability to maintain and restore their psychological resources. Thus, this research not only supports previous empirical findings but also offers a conceptual contribution by positioning emotional resilience at the core of the relationship between job stress, social support, and psychological well-being within the context of the adult workforce in Indonesia.

#### 4. Conclusion

This study concludes that psychological well-being among employees is shaped by complex psychological mechanisms rather than by direct effects of job stress or social support alone. The findings demonstrate that emotional resilience plays a pivotal role in explaining how job stress and social support influence psychological well-being. Specifically, job stress does not directly diminish psychological well-being but weakens employees' emotional resilience, which subsequently leads to lower psychological well-being. Conversely, social support contributes positively to psychological well-being both directly and indirectly by strengthening emotional resilience.

The results provide strong empirical evidence that emotional resilience functions as a key mediating mechanism between job stress, social support, and psychological well-being. Employees with higher emotional resilience are better equipped to manage emotional strain, adapt to work-related pressures, and maintain psychological stability even in demanding work environments. As a result, the negative impact of job stress can be mitigated, while



the beneficial effects of social support become more effective when emotional resilience is enhanced.

From a theoretical perspective, this study reinforces the relevance of Conservation of Resources Theory by demonstrating that psychological well-being depends on individuals' ability to protect, maintain, and restore psychological resources. Job stress primarily operates as a factor that depletes internal resources, whereas social support functions as a critical external resource that helps replenish and strengthen those resources. By positioning emotional resilience as the core psychological resource linking job stress and social support to psychological well-being, this study extends existing literature and offers a more integrated explanatory model.

Overall, this research contributes to the growing body of knowledge on workplace well-being by highlighting emotional resilience as a central lever for promoting employees' psychological well-being. These findings suggest that organizational efforts aimed at reducing job stress and enhancing social support should be accompanied by strategies that foster emotional resilience, particularly within the context of the adult workforce in Indonesia.

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