

## Managing Job Stress to Boost Employee Performance: A Case Study at X Hospital

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### ABSTRACT

This study examines the relationship between job stress, job satisfaction, and employee performance, focusing on the mediating role of job satisfaction. The research was conducted at X Hospital, and 118 respondents, comprising non-medical staff, completed a structured questionnaire. The findings reveal a strong negative correlation between job stress and employee performance, indicating that higher levels of stress are associated with lower employee productivity and effectiveness. Additionally, job stress was found to have a significant indirect negative impact on employee performance when mediated by job satisfaction. This suggests that job stress not only directly hampers performance but also reduces job satisfaction, which in turn further diminishes employee performance. The study underscores the importance of managing workplace stress to foster better job satisfaction and improve overall performance. These findings emphasize the need for organizations to implement stress management strategies and create supportive environments that promote employee well-being. By addressing the root causes of job stress and enhancing job satisfaction, organizations can mitigate its adverse effects on performance, ensuring a more productive and engaged workforce.

**Keywords:** Employee Performance; Hospital; Job Satisfaction; Job Stress Management; Work Stress

## **INTRODUCTION**

The modern workplace is increasingly characterized by rapid changes, competitive pressures, and escalating demands on employees. In such environments, job stress has emerged as a critical challenge, affecting not only individual well-being but also organizational productivity and effectiveness. Defined as the adverse psychological and physiological responses employees experience when workplace demands exceed their resources or capabilities, job stress is a pervasive issue across industries. Healthcare institutions, in particular, exemplify high-pressure environments where both medical and non-medical staff are often subjected to considerable stressors. While significant attention has been devoted to understanding how stress impacts medical personnel, non-medical staff—who perform essential administrative, technical, and support functions—remain an understudied group despite their vital contributions to organizational operations and patient care.

Employee performance is a critical determinant of organizational success, reflecting aspects such as productivity, efficiency, and the overall quality of delivered work. Optimal employee performance is shaped by various influences, including the work environment, leadership approaches, and individual traits. Among these, job stress emerges as a particularly harmful factor, disrupting performance by affecting cognitive abilities, lowering motivation, and triggering adverse emotional responses (Giorgi et al., 2017; Le et al., 2024). Numerous studies have demonstrated a strong inverse relationship between job stress and performance, showing that higher stress levels are linked to absenteeism, reduced engagement, and declining productivity (Yozgat et al., 2013). These insights highlight the urgent need for organizations to treat stress management as a key strategic initiative.

While the direct relationship between job stress and employee performance has been well-documented, growing interest has emerged in exploring the mediating mechanisms underlying this relationship. Job satisfaction, broadly defined as the degree to which employees feel content and fulfilled in their roles, has been identified as a critical mediator in this context. Employees who derive satisfaction from their work are more likely to demonstrate resilience against workplace stressors, maintaining higher levels of motivation, commitment, and performance even under challenging circumstances (Yu & Hamid, 2024). Conversely, dissatisfaction stemming from excessive stress can exacerbate disengagement, burnout, and performance declines, creating a vicious cycle of diminishing returns for both employees and organizations.

The Job Demands-Resources (JD-R) model provides a useful theoretical framework for understanding the dynamics between job stress, satisfaction, and performance. According to this model, job demands such as excessive workloads or interpersonal conflicts result in strain and reduced performance when employees lack adequate resources to cope, such as support systems or job satisfaction (Bakker & Demerouti, 2007). By examining how job satisfaction mediates the stress-performance relationship, researchers can uncover actionable strategies to optimize workplace conditions and enhance employee outcomes. In high-stakes environments like healthcare, these insights are particularly valuable, as employee performance directly influences organizational effectiveness and patient care quality.

Non-medical staff in healthcare institutions represent a unique and critical workforce segment. While not directly involved in patient care, these employees play pivotal roles in ensuring smooth administrative operations, technical efficiency, and overall organizational functionality. However, they often face stressors such as unclear job roles, limited resources, interpersonal challenges, and high workloads. Despite their

importance, non-medical staff frequently receive less recognition and support compared to their medical counterparts, leaving them vulnerable to stress-related performance issues. This disparity highlights the need for targeted research to understand and address the specific stressors affecting this group.

This study aims to fill this gap by examining the interplay between job stress, job satisfaction, and employee performance among non-medical staff at X Hospital, a healthcare organization in Indonesia. By focusing on this understudied population, the research seeks to provide nuanced insights into how stress impacts their performance and how satisfaction can mitigate these effects. Using a structured questionnaire distributed to 118 respondents, the study investigates both the direct and indirect effects of job stress, employing job satisfaction as a mediating variable. The findings are intended to contribute to the broader literature on workplace stress while offering practical recommendations for improving employee well-being and organizational outcomes.

Previous studies have predominantly focused on job stress and satisfaction as standalone constructs or have examined their effects in isolation. For instance, Puspitawati and Atmaja (2021) found that high stress levels are associated with lower job satisfaction and poorer performance in the hospitality industry, emphasizing the interconnectedness of these variables. Similarly, Salleh et al. (2024) demonstrated that job satisfaction plays a mediating role in buffering the negative impact of workload on performance, particularly in high-demand sectors. However, few studies have specifically addressed these dynamics in the context of non-medical staff within healthcare organizations, despite the unique stressors they face. By focusing on this population, the current research seeks to bridge this gap and provide actionable insights for both academic and practical applications.

Furthermore, the study aims to contribute to organizational improvement by identifying strategies to enhance employee satisfaction and performance. Practical measures, such as workload redistribution, clear communication, and professional development opportunities, have been shown to reduce stress and foster satisfaction, ultimately improving productivity and engagement (Mohyi et al., 2024). These strategies are particularly relevant in healthcare settings, where optimizing staff performance is critical to achieving operational excellence and delivering high-quality care.

In summary, this research explores the intricate relationships between job stress, job satisfaction, and employee performance, with a specific focus on the mediating role of satisfaction among non-medical staff in a healthcare setting. By shedding light on these dynamics, the study aims to provide valuable insights for organizations seeking to foster healthier, more productive workplaces. The findings not only contribute to the growing body of literature on workplace stress but also offer practical recommendations for improving employee well-being and organizational success.

## **LITERATURE REVIEW**

### **Job Stress and Employee Performance**

Job stress is defined as a psychological and physiological response resulting from an imbalance between job demands and the resources available to meet them. High levels of stress negatively impact cognitive functioning, motivation, and emotional well-being, leading to decreased employee performance (Le et al., 2024; Pojwan & Ojo, 2020). Studies have consistently shown that job stress reduces productivity, increases absenteeism, and leads to burnout (Yozgat et al., 2013). For non-medical staff in healthcare institutions, stressors such as administrative pressures, lack of clarity in roles,

and interpersonal conflicts can significantly affect their ability to perform effectively (Siegel et al., 2022).

### **Job Satisfaction as a Mediator**

Job satisfaction is described as the extent to which employees feel fulfilled and content with their jobs. It has been found to mediate the relationship between workplace stress and performance, as satisfaction can buffer the adverse effects of stress. When job satisfaction is high, employees are more likely to remain motivated and committed to their roles despite workplace challenges (Salleh et al., 2024). Conversely, low job satisfaction exacerbates the negative impact of stress, leading to disengagement and diminished performance (Yu & Hamid, 2024). Empirical research has highlighted the critical role of satisfaction in fostering a positive work environment and improving organizational outcomes (Pu et al., 2024).

### **Theoretical Framework**

This research is based on the JD-R model, which suggests that job demands, such as stress, can result in strain and diminished performance when adequate resources, like job satisfaction, are lacking. The JD-R model offers a comprehensive framework for analyzing how the interaction between job stressors and resources impacts employee outcomes (Bakker & Demerouti, 2007).

### **Hypotheses Development**

H1: Job stress negatively affects employee performance.

H2: Job satisfaction positively influences employee performance.

H3: Job satisfaction mediates the relationship between job stress and employee performance.

### **Research Framework**

**Figure 1.** Framework



## **RESEARCH METHOD**

This study employed a quantitative research approach to examine the relationship between job stress, job satisfaction, and employee performance, focusing on the mediating role of job satisfaction. The research was conducted at X Hospital, a healthcare institution, targeting non-medical staff who are essential for administrative, technical, and support functions. The study aimed to analyze both the direct and indirect effects of job stress on employee performance, providing insights into how job satisfaction mediates this relationship.

### **Research Design and Sampling**

A cross-sectional survey design was adopted, which allowed for the collection of data at a single point in time to assess the relationships among the variables. The study population comprised non-medical staff at X Hospital, and a sample size of 118 respondents was determined using a purposive sampling technique. This method was chosen to ensure that the participants were representative of the diverse roles within the non-medical staff and had relevant experience to provide insights into workplace stress and satisfaction.

### Data Collection

Data collection was conducted through a structured questionnaire comprising closed-ended questions assessed on a Likert scale. The instrument was designed to gather data on three primary variables: job stress, job satisfaction, and employee performance. To ensure the reliability and validity of the measurements, the study utilized established and validated scales from prior research. The questionnaire was distributed in both paper-based and electronic formats to enhance the response rate (Bougie & Sekaran, 2020).

### Data Analysis

The collected data were analyzed using statistical software to test the hypotheses. Descriptive statistics were used to provide an overview of the respondents' demographics and the levels of job stress, satisfaction, and performance. A Pearson correlation analysis was performed to explore the associations between the variables. Additionally, multiple regression analysis was utilized to assess the mediating influence of job satisfaction on the link between job stress and employee performance. The mediation process adhered to the framework established by Baron and Kenny, with the Sobel test applied to validate the presence of indirect effects.

This rigorous methodological approach ensured the reliability of the findings, providing valuable insights into the impact of job stress on performance and the mediating role of job satisfaction in the healthcare context.

## RESULTS

The results of this study are based on data collected from 118 non-medical staff at X Hospital. The analysis includes descriptive statistics, correlation analysis, and mediation testing to evaluate the relationships between job stress, job satisfaction, and employee performance.

### Descriptive Statistics

The descriptive statistics provide an overview of the central tendencies and dispersion for the key variables in the study.

**Table 1.** Descriptive Statistics

Variable	Mean	Standard Deviation	Min	Max
Job Stress	3.85	0.72	2.00	5.00
Job Satisfaction	3.21	0.81	1.00	5.00
Employee Performance	3.56	0.76	2.00	5.00

The results in Table 1 indicate moderate levels of job stress, job satisfaction, and employee performance among respondents, with job stress having the highest mean.

### Correlation Analysis

Pearson correlation analysis was conducted to examine the relationships among job stress, job satisfaction, and employee performance.

**Table 2.** Correlation Analysis

Variable	Job Stress	Job Satisfaction	Employee Performance
Job Stress	1	-0.452**	-0.498**
Job Satisfaction	-0.452**	1	0.613**
Employee Performance	-0.498**	0.613**	1

Note:  $p < 0.01$

The results in Table 2 show a significant negative correlation between job stress and both job satisfaction ( $r = -0.452$ ,  $p < 0.01$ ) and employee performance ( $r = -0.498$ ,  $p < 0.01$ ). In contrast, job satisfaction has a strong positive correlation with employee performance ( $r = 0.613$ ,  $p < 0.01$ ).

### Regression Analysis

Regression analysis was conducted to test the direct and indirect effects of job stress on employee performance, with job satisfaction as a mediating variable.

**Table 3.** Regression Analysis

Model	Beta ( $\beta$ )	t-value	Sig. (p)	R <sup>2</sup>
Direct Effect	-0.498	-6.141	0.000	0.248
Mediation Model				0.398
Job Stress → Satisfaction	-0.452	-5.381	0.000	
Satisfaction → Performance	0.504	7.426	0.000	

Based on Table 3, the direct effect of job stress on employee performance is significant ( $\beta = -0.498$ ,  $p < 0.001$ ), confirming a negative relationship. When job satisfaction is included in the model, the R<sup>2</sup> increases from 0.248 to 0.398, indicating that job satisfaction partially mediates the relationship between job stress and performance.

### Sobel Test for Mediation

The Sobel test was conducted to confirm the significance of the mediating role of job satisfaction.

**Table 4.** Sobel Test

Test	Statistic	p-value
Sobel Test	3.521	0.000

The Sobel test in Table 4 confirms that the mediating effect of job satisfaction is statistically significant ( $p < 0.001$ ). The findings emphasize the substantial adverse effect of job stress on employee performance, while highlighting the pivotal role of job satisfaction as a mediator in this dynamic. This underscores the necessity of managing job stress and fostering job satisfaction to enhance employee performance and overall outcomes.

## DISCUSSION

This research illuminates the intricate relationship between job stress, job satisfaction, and employee performance, particularly among non-medical staff at X Hospital. The findings underscore a significant negative association between job stress and employee performance, corroborating previous studies that demonstrate stress's detrimental impact on workplace efficiency and productivity (Hasan, 2023). Stress in high-demand environments, such as healthcare institutions, not only affects immediate work outcomes but also reverberates through employees' overall well-being, leading to compounded negative effects on their performance.

The identification of job satisfaction as a mediating variable is a critical contribution of this study. The research illustrates how job stress, beyond its direct negative effect on performance, indirectly diminishes outcomes by reducing job satisfaction. Employees experiencing high stress levels are less likely to find contentment or motivation in their roles, creating a ripple effect that exacerbates disengagement and decreases productivity (Mohyi et al., 2024). This mediating effect amplifies the importance of



organizational strategies that focus on reducing stress and bolstering satisfaction to mitigate performance declines.

The findings align with theoretical frameworks such as the JD-R model, which posits that job demands, including stress, result in strain and reduced performance unless balanced by adequate resources like job satisfaction (Bakker & Demerouti, 2007). In the context of X Hospital, non-medical staff face unique challenges, such as tight deadlines, interpersonal conflicts, and heavy workloads. These stressors highlight the necessity for targeted interventions, particularly as non-medical roles are often overlooked compared to their medical counterparts despite their significant contributions to healthcare delivery.

The study's results highlight job satisfaction as a vital buffer against stress. Employees with higher satisfaction levels exhibit greater resilience and maintain higher performance despite workplace challenges (Beuren et al., 2022; Yu & Hamid, 2024). This finding underscores the necessity for organizations to invest in satisfaction-enhancing initiatives, including clear communication, workload balance, and professional development opportunities. Such measures not only alleviate stress but also foster a more engaged and motivated workforce, capable of sustaining high productivity even under pressure.

Importantly, the findings have implications beyond the healthcare industry. High-stress environments in other sectors, such as finance or customer service, could benefit from adopting similar approaches to stress management and satisfaction enhancement. Regular stress audits, employee wellness programs, and feedback mechanisms are practical strategies that organizations across various industries can implement to address workplace stress and improve performance outcomes (Daniel, 2019; Salleh et al., 2024).

However, the study has limitations that must be acknowledged. The cross-sectional design restricts the ability to establish causality, and self-reported data may introduce biases, such as over- or underestimation of stress and performance levels. Future research could address these limitations by incorporating longitudinal designs and objective performance measures to provide a more nuanced understanding of these dynamics (Puspitawati & Atmaja, 2021).

Moreover, while this study focused on non-medical staff at a single healthcare institution, expanding the scope to include different organizational contexts or employee groups could enhance the generalizability of the findings. Factors such as organizational culture, leadership styles, and work-life balance may also play significant roles in shaping the stress-satisfaction-performance relationship and warrant further investigation.

In conclusion, this research reinforces the critical role of managing job stress to enhance employee performance, emphasizing job satisfaction as a pivotal mediator. Organizations prioritizing employee well-being through stress management and satisfaction-driven strategies are better positioned to cultivate a resilient, productive, and engaged workforce. For healthcare institutions like X Hospital, where employee performance directly influences the quality of patient care, these findings underscore the importance of creating supportive environments that address both the immediate and underlying causes of workplace stress.

The study contributes to a growing body of evidence advocating for holistic approaches to workforce management. By recognizing and addressing the multifaceted impacts of job stress, organizations can not only safeguard employee well-being but also achieve sustained operational success. These insights provide actionable recommendations for enhancing workplace conditions, particularly in high-pressure industries, demonstrating

the value of strategic interventions aimed at balancing job demands with sufficient resources to foster satisfaction and performance.

## **CONCLUSION**

This research examined the connections between job stress, job satisfaction, and employee performance within the non-medical staff at X Hospital, with a particular emphasis on the mediating influence of job satisfaction. The results indicate that job stress significantly affects employee performance negatively, both directly and indirectly, by reducing job satisfaction. Elevated stress levels not only hinder employees' effectiveness but also lower their job satisfaction, further intensifying challenges related to performance.

The results emphasize the critical need for organizations, particularly in high-stress environments like healthcare, to prioritize strategies for managing workplace stress. By addressing the root causes of job stress—such as workload imbalances, lack of support, and interpersonal conflicts—organizations can create a healthier work environment that fosters job satisfaction. Enhanced job satisfaction, in turn, serves as a key driver of improved employee performance, contributing to the overall success and sustainability of the organization.

These findings underscore the importance of holistic stress management programs that incorporate employee well-being initiatives, clear communication channels, and opportunities for professional growth. Such interventions not only mitigate the negative effects of stress but also promote a culture of engagement and resilience. For non-medical staff, whose contributions are vital to organizational operations, targeted support and recognition can significantly improve their job satisfaction and performance.

While the study provides valuable insights, it also highlights areas for future research. Longitudinal studies could help establish causal relationships, and the use of objective performance metrics could complement self-reported data for a more comprehensive analysis. Expanding the scope to include other organizational contexts and roles could also provide a broader understanding of the interplay between stress, satisfaction, and performance.

In conclusion, managing job stress and fostering job satisfaction are essential for enhancing employee performance. Organizations that invest in their employees' well-being are better positioned to build a productive, engaged, and motivated workforce, ensuring long-term organizational success. These findings offer actionable recommendations for improving workplace conditions and advancing the overall quality of organizational performance, particularly in high-demand industries like healthcare.

## **LIMITATION**

Although this research provides valuable insights into the relationships between job stress, job satisfaction, and employee performance, certain limitations should be acknowledged to contextualize the findings and provide direction for future studies. Understanding these constraints is crucial for interpreting the results and enhancing the robustness of subsequent research in this area.

## **Ethical Approval and Consent Limitations**

One significant limitation of this study pertains to ethical approval and participant consent. While every effort was made to ensure participants understood the purpose of the research and that their anonymity was safeguarded, formal ethical clearance from an institutional review board was not obtained prior to data collection. Although



participants voluntarily completed the survey and their responses were handled with confidentiality, the absence of documented ethical approval may raise concerns regarding compliance with research ethics. Future studies should address this limitation by obtaining all necessary clearances before initiating data collection, ensuring adherence to ethical standards and increasing the credibility of the research process.

### **Cross-Sectional Design**

The research employed a cross-sectional design, collecting data at a single point in time. While this approach is effective for identifying relationships among variables, it restricts the ability to draw causal inferences. For instance, while the study establishes a significant relationship between job stress and employee performance, it cannot conclusively determine whether stress causes performance declines or whether performance issues exacerbate stress levels. Longitudinal studies that track these variables over time would provide a clearer picture of their dynamic interplay, allowing researchers to determine how changes in stress levels influence satisfaction and performance trajectories over extended periods.

### **Reliance on Self-Reported Data**

The data in this study were gathered through self-reported questionnaires, which inherently carry potential biases. Respondents may have overestimated or underestimated their stress levels, satisfaction, or performance due to social desirability, recall errors, or personal perceptions. For example, employees under organizational pressure might downplay their stress levels to project resilience or exaggerate their performance to align with perceived expectations. Incorporating objective measures, such as managerial assessments, productivity metrics, or physiological indicators of stress, could mitigate these biases and provide a more balanced understanding of the phenomena under investigation.

### **Generalizability Challenges**

Another limitation is the study's focus on non-medical staff at a single healthcare institution, X Hospital. While this setting provides rich insights into the unique stressors faced by administrative and support personnel, the findings may not fully translate to other organizational contexts, industries, or cultures. Healthcare institutions have specific stress dynamics tied to patient care demands, which may differ significantly from stressors in industries like manufacturing, education, or technology. Expanding future research to include diverse organizations and roles would help validate these findings and enhance their applicability across broader professional landscapes.

### **Exclusion of Additional Variables**

This study primarily examines job stress, job satisfaction, and employee performance, leaving out other potentially influential variables. Factors such as leadership styles, organizational culture, work-life balance, and team dynamics could significantly shape the relationships explored in this research. For instance, supportive leadership might buffer the negative effects of job stress or foster higher job satisfaction, thereby enhancing performance. Future studies could adopt a more holistic approach by incorporating these additional variables to provide a more comprehensive understanding of the workplace environment.

### **Simplified Mediation Model**

While the study emphasizes the mediating role of job satisfaction, it employs a relatively simplified mediation framework. Workplace dynamics are often influenced by complex interactions between multiple variables. For example, stress may not only reduce satisfaction but could also affect employees' cognitive capacities, emotional states, or interpersonal relationships, which, in turn, impact performance. Exploring multi-mediator

models or integrating moderating variables, such as resilience or emotional intelligence, could enrich the understanding of how stress affects performance through diverse pathways.

### **Limited Examination of Stress Management Interventions**

Although the study highlights the adverse effects of stress and underscores the importance of satisfaction-enhancing initiatives, it does not delve deeply into specific stress management strategies. A more detailed exploration of interventions—such as mindfulness training, workload redistribution, or team-building activities—would provide actionable recommendations for organizations. Future research could focus on evaluating the effectiveness of targeted interventions in reducing stress and improving satisfaction and performance outcomes.

### **Focus on Non-Medical Staff**

By concentrating exclusively on non-medical staff, this research omits the perspectives and experiences of medical personnel, who often face higher-stakes stressors such as patient care emergencies or medical errors. While this focus is justified by the study's objectives, examining stress and satisfaction dynamics among both medical and non-medical staff would provide a more nuanced understanding of organizational stressors and their impact on diverse employee groups. Future studies could compare these groups to identify unique stress management needs and tailor interventions accordingly.

### **Regional and Cultural Context**

Finally, the regional and cultural context of this research, conducted in Indonesia, may limit its generalizability to other geographic or cultural settings. Cultural attitudes toward stress, job satisfaction, and performance can vary significantly, influencing how employees perceive and respond to workplace challenges. Comparative studies across different countries or cultural frameworks could highlight the extent to which these findings hold universally or are shaped by local norms and values.

### **Conclusion on Limitations**

Despite these limitations, the study provides meaningful contributions to understanding the interplay between job stress, satisfaction, and performance. Addressing these constraints in future research could refine these insights, offering more robust and actionable recommendations for organizations seeking to enhance workforce well-being and productivity. By adopting advanced methodologies and broader perspectives, subsequent studies can build on this foundation to drive more comprehensive and globally relevant outcomes.

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N/A

### **DECLARATION OF CONFLICTING INTERESTS**

The authors declare that there are no conflicts of interest.

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