

THE EFFECT OF WORK STRESS ON JOB SATISFACTION WITH WORK MOTIVATION AS A MEDIATING VARIABLE

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Keywords

Job Stress, Job
Satisfaction, Work
Motivation

Abstract

The background of this research stems from an understanding of the important role of job satisfaction in influencing employee performance and productivity. Job satisfaction fosters a positive work environment and motivates employees to contribute more effectively. Job motivation is also very important in achieving sales targets with sub-agents or salespeople. Incentives such as bonuses support their enthusiasm. However, work-related stress is also a concern as it can negatively impact job satisfaction and performance. This study aims to understand the intricate relationship between work-related stress, work motivation, and job satisfaction at PT Windhu Sari Gas Batubulan Branch. This study utilizes quantitative research methods. Data was collected through interviews, questionnaires, and observations. The data that has been collected is then analyzed descriptively and path analysis. The analysis encompasses descriptive analysis and path analysis. The results indicate that 1) work-related stress significantly and negatively influences job satisfaction, 2) work motivation significantly and negatively affects job satisfaction, 3) work-related stress significantly and negatively influences work motivation, and 4) work motivation mediates the influence of work-related stress on job satisfaction. Based on these findings, the management of PT. Windhu Sari Gas Batubulan Branch is advised to enhance job satisfaction by considering work-related stress and work motivation.

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INTRODUCTION

The importance of managing quality and competent human resources is one factor determining a company's success or failure in achieving its goals. In this case, the role of employee performance is very influential on a company's success, explaining that employee performance is the result that employees want to achieve in carrying out the work given to them based on their skills and experience. Optimal use of human resources is the primary key to company development so that the company can run smoothly and efficiently. Dynamic resources can develop without limits. Suppose they are not supported by trained and professional human resources and companies with sophisticated equipment from the latest technology. In that case, it will take much work to achieve their goals (Anwar & Abdullah, 2021).

Every individual who works hopes to get satisfaction from their place of work. Job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply to each individual. The more aspects of the job that suit the individual's desires, the higher the level of satisfaction felt (Argon & Liana, 2020). Job satisfaction will encourage employees to perform better, and better performance will lead to higher economic rewards. Job satisfaction is a positive attitude from workers, including feelings and behavior towards their work, through evaluating one's work as a sense of appreciation for achieving one of the vital work values (Jaskyte, Butkevicienė, Danusevičienė, & Jurkuvienė, 2020).

Job satisfaction is defined as a person's attitude towards their work, where the number of rewards a worker receives equals the amount they receive. Job satisfaction is the main thing that an individual must have at work. Each worker has different characteristics, so the level of job satisfaction is different, and the level of job satisfaction can have different impacts (Saputra, 2022). A person's job satisfaction depends on the difference between expectations, needs, or values and what they feel or perceive they have obtained or achieved through their work. A person is said to be satisfied if there is no gap (difference) between what he desires and his perception of reality because the minimum desired threshold has been met.

The problem that often makes individuals not optimal in doing their work is that there is too much pressure that is beyond the individual's own abilities, so that stress arises in the process of completing the work. Work stress is also a severe problem that befalls every employee in the workplace. Stress can arise due to pressure or tension from a lack of harmony between a person and their environment (Ridha, 2022). The stress experienced by employees due to the environment they face will affect their job satisfaction. Hence, management needs to improve the quality of the organizational environment for employees. This shows that the higher the work stress felt by employees, the lower the employee job satisfaction will decrease or vice versa (Bhastary, 2020). The lower the work stress, the higher the employee's job satisfaction (Rivaldo, Sulaksono, & Pratama, 2021). Stress is when a person experiences tension because of conditions that influence him. These conditions can be obtained from within a person or from the environment outside a person.

Work stress can have a serious impact on the psychological and biological condition of employees, creating a less conducive work environment. This discomfort often does not only originate from internal individual factors, but can also be influenced by problems that arise within the company itself (Wu et al., 2020). These internal and external factors can create a significant psychological burden for employees. One of the factors that can influence work stress and improve employee well-being is work motivation. With work motivation, it is hoped that sub-agents or sellers will be enthusiastic about selling goods according to the company's target because, of course, the company has prepared bonuses for employees or sub-agents who sell their goods according to the target (Ma & Kim, 2021). Researchers states that motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, joy, and sincerity so that the results of the activities he carries out are reasonable and of good quality.

Proper motivation will create enthusiasm, passion, and sincerity in a person's work. Increased work enthusiasm and willingness to work voluntarily will result in better work and increase work loyalty, which impacts employee performance (Balouch & Hassan, 2014). An indication of problems in the motivation variable is the need for more encouragement in the form of direction and guidance to employees so that employees feel unclear about their work. Tasks are given, which result in a lack of employee motivation to achieve a strategic position (Andayani, 2020).

This case usually occurs because the sub-agent does not get customers or LPG gas is abundant. This is where work stress occurs. Work stress is a state or condition of tension that affects a person's emotions, thought processes, and condition. The work stress experienced by employees varies. Their research (Maghfiroh & Wijayanti, 2021) stated that the factors that cause stress are differences in the characteristics of each individual and the individual's ability to deal with a problem. Ability to overcome stress, role ambiguity, and role conflict. Role overload. Discrimination in the workplace, lack of cooperation between colleagues, and job dissatisfaction (Pandita & Domnic, 2019). Organizational justice, poor sleep quality, lack of motivation or external support, past trauma, and low psychological strength.

As support for this research, researchers conducted a review of the variables used in several previous studies in this research, including work stress, work motivation, and job satisfaction. The research that has been carried out is as follows. In research (Sembiring et al., 2021) which examined the mediating effect of job satisfaction on the influence of motivation and workability on employee performance, the results of the study showed that work motivation had a positive and significant effect on employee job satisfaction, work

ability had a negative effect and not significant to employee job satisfaction, work motivation has a positive and significant effect on employee performance, workability has a positive and significant effect on employee performance, job satisfaction has a positive and insignificant effect on employee performance at the Deli Serdang Regency Financial and Asset Management Agency. Indirectly, job satisfaction does not mediate the relationship between motivation variables and employee performance variables at the Deli Serdang Regency Financial and Asset Management Agency (Osro, Nasution, & Sadalia, 2018).

Research conducted by researchers states that job satisfaction is a condition where employees feel satisfied with their work (Yasa & Dewi, 2019). People who express high satisfaction with their work tend to be more productive. In contrast, unproductive people tend to experience stress as workers (Ayala, Peiro Silla, Tordera, Lorente, & Yeves, 2017). This research aims to analyze the effect of work stress on job satisfaction with motivation as a mediating variable at the Denpasar City Revenue Agency. This research was conducted at the Denpasar City Regional Revenue Agency. Based on the results of the research analysis, it was found that work stress has a negative and significant effect on job satisfaction. Job stress has a negative and significant effect on motivation. Motivation has a positive and significant effect on job satisfaction. Motivation can mediate the effect of work stress on job satisfaction. This means that even though there is work stress, maximum job satisfaction will arise if it is supported by high motivation.

Based on the background analysis of the problem that has been explained, this research aims to evaluate the impact of work stress on employee job satisfaction levels and the extent to which work stress influences individual work motivation in the work environment. The research objectives also include identifying the impact of work motivation on employee job satisfaction levels and further understanding the mediating role of work motivation in mitigating the impact of work stress on job satisfaction.

The results of the initial research survey and interviews with ten employees, consisting of five male 3 kg gas sub-agents, four male 12 kg gas sub-agents, and one female cashier at PT. Windhu Sari Gas Batubulan Branch, revealed the high level of work stress they experienced, especially when they were unable to sell gas cylinders according to company orders. The company applies very strict rules regarding this matter, causing employees to experience relatively high stress if the gas cylinders taken are not sold out.

RESEARCH METHODS

The method used in this research is quantitative. The data sources used in this research come from primary and secondary sources. Data collection was carried out through interviews, questionnaires and observations. The variable used is a questionnaire distributed using a Likert scale. Job stress, motivation and job satisfaction are the research objects used. Work stress and lack of motivation from employees are often found in companies, resulting in a lack of job satisfaction that they receive. This location is located at PT. Windhu Sari Gas on Jalan Raya Pasekan No 8A Batubulan, Sukawati, Gianyar, Bali, Indonesia. The object of this research is PT. Windhu Sari Gas Batubulan Branch, located on Jalan Raya Pasekan No 8A Batubulan, Sukawati, Gianyar, Bali, Indonesia, was founded in 2010. This company supplies 3kg and 12 kg gas cylinders by supplying sub-agents and supplying itself in the Gianyar and East regions. Denpasar area. This object was chosen because employees experienced work stress. The reason is, if you do not spend or sell gas according to the target, the company will impose sanctions on the company's sub-agents or gas sellers. This location was chosen because problems were found related to work stress, lack of motivation and job satisfaction. The population in this study were employees of PT. Windhu Sari Gas Batubulan Branch: This research uses a saturated sampling method. In this sampling technique, all members of the population are sampled. Instrument testing in this research tests validity and reliability, so a valid and reliable instrument is needed to get these results.

RESULTS AND DISCUSSION

PT. Windhu Sari Gas Batubulan Branch is a gas agent located in Gianyar and, more precisely, on Jalan Raya Pasekan, number 10 Batubulan Gianyar. This company sells 3 kg and 12 kg gas; They have many gas compressors or sub-agents. There is also a branch in the Tampak Siring area. PT. Windhu Sari Gas Batubulan Branch was established in 2010. It supplies 3 kg and 12 kg LPG Gas. The owner of the company, Wayan Kasnata, was born in Tampak Siring, Gianyar, Bali, Indonesia. When the company was founded in 2010, it only accepted a few sanders. In 2014, the company received a 40% increase in sanders from the first year it opened. This location is located at PT. Windhu Sari Gas on Jalan Raya Pasekan No 8A Batubulan, Sukawati, Gianyar, Bali, Indonesia. This location was chosen because problems were found related to work stress, lack of motivation and job satisfaction. Based on the results of research conducted on employees at PT. Windhu Sari Gas Batubulan branch, it can be seen that the characteristics of the respondents include age, gender and highest level of education, which are explained in Table 1.

Table 1 Characteristics of Respondents

No	Variable	Classification	Number of people)	Percentage (%)
1	Gender	Man	51	96.2
		Woman	2	3.8
		Amount	53	100
2	Age	<20 years	4	7.5
		21-30 years old	37	69.8
		31-40 years old	12	22.6
		Amount	53	100
3	Last education	Diploma	2	3.8
		SMA/SMK	51	96.2
		Amount	53	100
4	Years of service	<1 year	6	11.3
		1-5 years	36	67.9
		6-10 years	11	20.8
		Amount	53	100

Source: Attachment 3

Based on Table 1, it can be seen that 53 respondents at PT Windhu Sari Gas Batubulan branch were used as samples. If we look at gender, employees at PT Windhu Sari Gas Batubulan branch who are male dominated in this research with a percentage of 96.2 percent. If we look at age, employees at PT Windhu Sari Gas Batubulan branch aged 21-30 years dominate with a percentage of 69.8 percent. If we look at the latest education, employees at PT Windhu Sari Gas Batubulan branch who have high school/vocational education dominate with a percentage of 96.2 percent. Suppose we look at the length of service. In that case, employees at PT Windhu Sari Gas Batubulan branch who have worked for 1-5 years dominate with a percentage of 67.9 percent.

Research Instrument Test Results

A. Validity test

Validity tests are carried out to determine the extent to which the measuring instrument can be used to measure what it should measure. A questionnaire can be valid if the questions can reveal something that will be measured. An instrument is valid if the Pearson correlation value with the total score is above 0.3 (Darma, 2021). The results of the validity test of this research are shown in Table 2 below.

Table 2 Validity Test Results

No.	Variable	Instrument	Pearson Correlation	Information
1.	Job satisfaction (Y)	Y ₁	0.919	Valid
		Y ₂	0.941	Valid
		Y ₃	0.975	Valid
		Y ₄	0.933	Valid
2.	Job stress (X)	X ₁	0.947	Valid
		X ₂	0.952	Valid
		X ₃	0.918	Valid

No.	Variable	Instrument	Pearson Correlation	Information
3.	Work motivation (Z)	X ₄	0.851	Valid
		X ₅	0.939	Valid
		X ₆	0.956	Valid
		Z ₁	0.965	Valid
		Z ₂	0.898	Valid
		Z ₃	0.981	Valid
		Z ₄	0.965	Valid
		Z ₅	0.910	Valid
		Z ₆	0.945	Valid

Source: Attachment 4

It can be concluded in Table 2 that all research variable instruments in the form of work stress, work motivation, and job satisfaction have met the validity test requirements where the Pearson correlation value for each instrument is above 0.30, so the instrument is suitable for use as a measuring tool for these variables.

B. Reliability Test

Reliability testing is a tool for measuring a questionnaire, an indicator of a variable or construct. An instrument is declared reliable if it produces the same data repeatedly. The results of the instrument have a Cronbach's Alpha value greater than 0.60, so the instrument used is reliable (Halimoon, Mukhtar, & Roddin, 2021). The results of the reliability test research can be seen in Table 3.

Table 3 Reliability Test

No.	Variable	Cronbach's Alpha	Information
1.	Job satisfaction (Y)	0.957	Reliable
2.	Job stress (X)	0.967	Reliable
3.	Work motivation (Z)	0.975	Reliable

Source: Attachment 5

Table 3 shows the reliability test for each variable, namely job satisfaction of 0.957, work stress of 0.967, and work motivation of 0.975, which has a value above 0.60 as shown in the *Cronbach's Alpha results*, so it can be said that all instruments have met the reliability requirements.

Job satisfaction

The job satisfaction variable in this research is the dependent variable. Y. symbolizes the job satisfaction variable. It is measured using four statements, which are responded to using a 5-point Likert scale.

Table 4 Description of Respondents' Answers to Job Satisfaction

No	Statement	Respondent's Answer (person)					Amount	Average	Criteria
		1	2	3	4	5			
1	I have good relations with my superiors	1	10	14	6	22	197	3.72	Tall
2	I have received a bonus from sales	1	17	10	11	14	179	3.38	Enough
3	I always follow company rules	1	11	19	4	18	186	3.51	Tall
4	I always enjoy my work here	1	11	15	10	16	188	3.55	Tall
Average								3.54	Tall

Source: Appendix 6

Based on Table 4, it is known that respondents' perceptions regarding the job satisfaction variables that have the highest and lowest averages are as follows.

- The job satisfaction variable that has a low average is the statement "I have received a bonus from sales results," which obtained an average value of 3.38, which is within the sufficient criteria but has the lowest average value compared to the other statements, this means In general, respondents think they have not received a bonus from sales results.

- b) The job satisfaction variable with a high average is the statement "I have a good relationship with my superiors," which obtained an average value of 3.72, included in the high criteria. This means that, in general, respondents feel they have a good relationship with their superiors.
- c) The satisfaction variable that has a high average is the statement "I always follow company rules," which obtained an average value of 3.51, which is a high criterion; this means that, in general, the respondent feels they have followed the rules well, but all employees should be able to follow them. Company regulations properly.
- d) The satisfaction variable that has a high average is the statement "I always enjoy my work here," which obtained an average value of 3.55, which is included in the high criteria. This means that, in general, the respondent feels that they have enjoyed their work here. However, the company must be able to embrace all employees. Employees feel at home here.

Work stress

The work stress variable in this study is an independent variable. X. symbolizes the work stress variable. It is measured using six statements, which are responded to using a 5-point Likert scale.

Table 5 Description of Respondents' Answers to Work Stress

No	Statement	Respondent's Answer (person)					Amount	Average	Criteria
		1	2	3	4	5			
1	I enjoy my work	0	16	14	7	16	182	3.43	Tall
2	I can already manage my colleagues	0	16	16	6	15	179	3.38	Enough
3	I have been able to complete office tasks on time	0	18	17	7	11	170	3.21	Enough
4	I have never had any problems with my co-workers	2	14	17	8	12	173	3.26	Enough
5	I always communicate well with my colleagues	0	16	11	9	17	186	3.51	Tall
6	I am always responsible for my work	0	18	15	8	12	173	3.26	Enough
Average								3.34	Enough

Source: Appendix 6

Based on Table 5, it is known that respondents' perceptions regarding the work stress variables that have the highest and lowest averages are as follows.

- a) The work stress variable with the lowest average is "I have been able to complete office tasks on time," which obtained an average value of 3.21, which is within the sufficient criteria but has a low average value compared to these other statements. This means that respondents generally feel they have yet to be able to complete office tasks on time.
- b) The work stress variable with the highest average is "I always communicate well with my co-workers."
- c) The work stress variable with the highest average is "I enjoy my work," which obtained an average of 3.43, which is in the high criteria. This means that, in general, the respondent feels that they always enjoy their work at their place of work.
- d) The work stress variable with a sufficient average is "I can manage my colleagues," which obtained an average value of 3.38, within the sufficient criteria. This means that, in general, not all respondents can manage their colleagues.
- e) The work stress variable with a sufficient average is the statement "I never have problems with office colleagues," which obtained an average value of 3.26, within the sufficient criteria. This means that, in general, not all respondents have good relationships.
- f) The work stress variable with a sufficient average is "I am always responsible for my work," which obtained an average value of 3.26, within the sufficient criteria. This means that, in general, not all respondents are responsible for their work.

Work motivation

The work motivation variable in this research is a mediating variable. Z. symbolizes the work motivation variable. It is measured using six statements, which are responded to using a 5-point Likert scale.

Table 6 Description of Respondents' Answers to Work Motivation

No	Statement	Respondent's Answer (person)					Amount	Average	Criteria
		1	2	3	4	5			
1	I always push myself to achieve sales targets	4	9	9	7	24	197	3.72	Tall
2	I always want to complete my assignments well	3	16	12	17	5	164	3.09	Enough
3	I can always solve my problems	4	10	15	0	24	189	3.57	Tall
4	I can be a role model for my colleagues	4	9	10	10	20	192	3.62	Tall
5	I am willing to help my colleagues during working hours	0	11	20	5	17	187	3.53	Tall
6	I am always disciplined at work	0	12	20	0	21	189	3.57	Tall
Average								3.52	Tall

Source: Appendix 6

Based on Table 6, it is known that respondents' perceptions regarding the work motivation variables that have the highest and lowest averages are as follows.

- The work motivation variable that has the lowest average is the statement "I always want to complete my tasks well," which obtained an average value of 3.09, which is within the sufficient criteria but has a low average value compared to the other statements, this means In general, respondents felt that they had not been able to complete their tasks correctly.
- The work motivation variable with the highest average is the statement "I always push myself to achieve sales targets," which obtained an average value of 3.72, included in the high criteria. This means that, in general, respondents always push themselves so they can achieve sales targets.
- The work motivation variable with the highest average is "I can always solve problems myself," which obtained an average value of 3.57, included in the high criteria. This means that, in general, respondents can always solve their problems well. However, the company must help employees so that everyone can solve their problems.
- The work motivation variable with the highest average is "I can always be a role model for my colleagues," which obtained an average value of 3.62, included in the high criteria. This means that, in general, respondents feel they can always be a role model for colleagues. -other colleagues in the company.
- The work motivation variable that has the highest average is the statement "I am willing to help my colleagues during working hours," which obtained an average value of 3.53, which is included in the high criteria; this means that, in general, respondents feel that they always work together to help their colleagues—another colleague.
- The work motivation variable with the highest average is "I am always disciplined at work," which obtained an average value of 3.57, a high criterion. This means that, in general, respondents feel that they always push themselves to be disciplined at work.

The theoretical implications of the results of this research can expand information and insight. It is also hoped that it can be used as a reference in developing further research and can be compared with the results of further research regarding work stress, work motivation, and job satisfaction, which can prove empirically that the theory used in this research refers to on social exchange theory (The Social Exchange Theory). Theoretically, this research also explains that low work stress and high work motivation can increase job satisfaction. When work stress experienced by employees increases, it will reduce work motivation, so the decrease in work motivation felt by employees has the potential to reduce satisfaction.

Work practical Implications this research is expected to be material for consideration and input for management at PT. Windhu Sari Gas Batubulan Branch pays attention to employee job satisfaction by considering work stress and motivation. Based on the research results, the statements contained in the questionnaire show that the employee's assessment of work stress is in the sufficient category. This proves that employees' low work stress and high work motivation can increase job satisfaction at PT. Windhu Sari Gas Batubulan branch. This can be used by management at PT. Windhu Sari Gas Batubulan branch will take policies to maintain or reduce work stress experienced by employees at PT. Windhu Sari Gas Batubulan branch so that it will increase work motivation at PT. Windhu Sari Gas Batubulan Branch, increasing work motivation will increase job satisfaction at PT. Windhu Sari Gas Batubulan Branch.

CONCLUSION

This research reveals substantial insights in various dimensions. First, this research shows a significant relationship between job stress and job satisfaction, emphasizing that increasing stress levels in the workplace can have an adverse impact on employee satisfaction. Second, this study identified an important and negative correlation between work motivation and job satisfaction, which underscores the role of motivation in influencing overall levels of job satisfaction. Third, the investigation revealed the profound and detrimental impact of job stress on work motivation, indicating that high levels of stress can reduce employee motivation in the work environment. Fourth, this study identifies work motivation as an important mediator, indicating its role in mediating the influence of work-related stress on job satisfaction. Based on these findings, it is recommended that the management of PT. Windhu Sari Gas Batubulan Branch focuses on increasing job satisfaction by implementing strategies that overcome work stress and increase work motivation, thereby improving overall employee working conditions.

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