

Antecedents and Consequences of Work Stress Behavior

Nuria Universari¹, Mugi Harsono²

¹Semarang University

²University of Sebelas Maret

ABSTRACT

The purpose of this paper is to obtain a work stress model from scientific literature published from 2017 to 2020, where in one of the years, 2020, there was a covid-19 pandemic which had an impact on work stress. This study uses a literature review on work stress including antecedents, consequences, work stress management and the type of work/profession studied in research on work stress from 2017 to 2020. Based on the results of literature studies, the antecedents that most often appear in research on work stress are role conflict, workload, and leadership, while the consequences that often arise are burnout, job satisfaction/dissatisfaction, and intentions turnover. Work stress management involves individual and organizational levels. While the profession that has been mostly researched on the topic of work stress are paramedics and employees of the banking industry.

Keywords: work stress; antecedents; consequences; work stress management; profession

INTRODUCTION

Word stress comes from the Latin "stringere" which means "to pull tight". Seyle (1936) in Burman (2018) defines stress as a syndrome produced by various harmful agents. Seyle (1936) also describes stress as a non-specific response from the body to harmful stimuli. Stress occurs when there are demands from someone that exceeds the resources they have (Lazarus, 1976 in Burman, 2018).

Work stress arises because of environmental demands and different responses for each individual in dealing with these demands. Environmental demands that trigger work stress has developed. For example, the Covid-19 pandemic emergency that occurred during 2020 raised concern for many people who reported anxiety, depression, and stress, especially when they were already suffering from poor health (Brokks *et al.*, 2020; Wang *et al.*, 2020). This paper tries to add to the work stress literature based on articles published in the last four years, namely 2017-2020, wherein one of the years, namely 2020, the Covid-19 pandemic has occurred which has an impact on work stress for certain types of work. Through a literature study with a sample of articles for the last four years, it is hoped that a model of work stress can be obtained from scientific literature published in the last four years (from 2017 to 2020). The discussion about job stress consists of four parts. The first part attempts to explore the antecedents of job

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id

P-ISSN: 2580-6084, E-ISSN: 2580-8079

stress, the second part presents the consequences of work stress, the third part discusses the management of work stress and the fourth part deals with the types of work studied in research on job stress.

THEORETICAL BACKGROUND

Based on historical literature, the term stress has been re-created in the form of a term that can be used to describe the force that produces or causes deformation (Harshana, 2018). When referring to organizations, the concept of stress is always accompanied by several definitions such as performance, motivation, and employee welfare. People experience stress in different ways and for different reasons (Kundaragi and Kadako, 2015). Reactions are based on perceptions about an event or situation. Distress is a form of stress that views a situation negatively so that people feel depressed. Meanwhile, eustress is a form of stress as a result of a positive view of an event or situation, so that people do not feel depressed but feel challenged to do good.

Work stress is considered an important problem for organizations because it tends to contribute to organizational inefficiency, high turnover rates, absence due to illness, decreased quality and quantity of work operations, increased health care costs, and decreased job satisfaction and performance (Kar and Mishra, 2016). Job-related stress occurs when there is a mismatch between job demands and individual workers' resources and ability to meet these demands. Work-related stress can be defined as a negative psychological state with cognitive and emotional components that affect the health of individuals and groups (Hassard and Cox, 2011 in Redin and Erro-Garces, 2020). Luthans (2006) in Kar and Mishra (2016) defines stress as a response to certain situations or conditions that are determined by individual differences and psychological processes, as a consequence of environmental actions, situations, or events that place too many demands on a person's psychological and physical domains.

METHOD, DATA AND ANALYSIS

This research uses a qualitative approach. The collection of data and information in this study was carried out by using the literature review technique. This technique is done by reading, studying, and reviewing literature related to work stress. The literature

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id
P-ISSN: 2580-6084, E-ISSN: 2580-8079

review for this research is in the form of journal articles on job stress published in the last four years, from 2017 to 2020.

RESULTS

Antecedents of Work Stress

Research on work stress tries to explore the causes of stress to overcome the losses caused by the emergence of stress. Antecedents of job stress can come from individuals or organizations. Some of the antecedents of work stress that were used during the 2017 to 2020 study and which the authors identified successfully will be presented below.

The variables identified are antecedents of work stress and are factors that come from individuals, namely fear of the unknown (Sahni, 2020), self-efficacy (Hu *et al.*, 2019, Park and Jang, 2017), organizational citizenship behavior/ OCB (Rabenu *et al.*, 2017), and emotional intelligence (Revzani and Pouria, 2019). In the research of Hu *et al.* (2019), self-efficacy plays a role as a mediation for the influence of leadership pressure on work stress, whereas Park and Jang's research (2017) shows a negative relationship between self-efficacy and stress. Research by Rabenu *et al.* (2017) examined the role of OCB as an independent variable and as a mediator variable. There is a negative relationship between OCB and work stress and it is found that there is an indirect effect of organizational justice on work stress that is mediated by OCB. The more organizational justice is felt, the more likely it is that OCB will increase. The increase in OCB further reduces work stress. Emotional intelligence in the research of Revzani and Pouria (2019) hurts work stress.

Antecedents of work stress originating from roles in the organization have been identified as producing work stress to a certain extent. Some of the antecedents of work stress that come from roles in organizations found in this literature study are role conflict (Harry, 2020; Naoum *et al.*, 2018; Soelton *et al.*, 2019; Yang *et al.*, 2019), role ambiguity (Amirudin, 2019; Harry, 2020), distribution/management of responsibilities (Galanis *et al.*, 2018; Hampton *et al.*, 2019), and work obligations (Kongcharoen *et al.*, 2019).

Antecedents of work stress originating from work itself include workload (Harry, 2020; Oruh *et al.*, 2020; Pandey, 2020; Sidhu *et al.*, 2020), work environment

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id

P-ISSN: 2580-6084, E-ISSN: 2580-8079

(Oruh *et al.*, 2020; Sidhu *et al.*, 2020), work intensification (Walker, 2020), administrative/organizational pressure (Allison *et al.*, 2019), work/job involvement (Li *et al.*, 2018, Park and Jang, 2017), work demands (Wijewardena *et al.*, 2020), time pressure (Amirudin, 2019), working conditions (Goswami *et al.*, 2019), evaluation and performance appraisal systems (Pandey, 2020) and the uncertainty of working conditions (Hampton *et al.*, 2019).

Antecedents of work stress can also come from organizational relationships with external parties, namely how the suitability of family demands versus organizational demands and between personal interests versus organizational policies. Some antecedents originating from organizational relationships with outsiders can be identified, namely family-role conflicts (Amirudin, 2019; Li *et al.*, 2018), family role overload (Park and Jang, 2017), and work-life conflicts (Foy *et al.*, 2018). In addition, job stress can be caused by career development, namely the career development environment (Naoum *et al.*, 2018).

Relationships in the organization are a source of work stress. In the literature study conducted by the author, the antecedents of work stress are related to relationships in organizations including organizational structure (Naoum *et al.*, 2018), leadership (Elomaa *et al.*, 2020; Manoppo, 2020; Paeveen and Adeinant, 2019; Yao *et al.*, 2020), social support (Bjaalid, 2020; Foy *et al.*, 2018; Yousaf *et al.*, 2020), communication and management support (Pandey, 2020; Sahni, 2020), culture high power distance (Hampton *et al.*, 2019; Oruh *et al.*, 2020), autonomy (Patel and Wolfe, 2019) and work team coordination (Hampton *et al.*, 2019).

Sources of work stress can also come from physical and physical threats and violence at work (Allison *et al.*, 2019; Rasool *et al.*, 2020), financial problems (Kongcharoen *et al.*, 2019), delays in information (Ajayi *et al.*, 2019), the use of digital technology (Rafida, 2020), countermeasures, resilience extraversion, awareness and neuroticism (Duschek *et al.*, 2019), personal relationships outside of work and lack of free time for family and friends (Galanis *et al.*, 2018), customer misbehaviors (Hu *et al.*, 2017), customer abusive behaviour (Kashif *et al.*, 2017) psychological empowerment (Tripathi and Bharadwaja, 2018) and spirituality at work (Saxena *et al.*, 2020). Some of the antecedent variables of work stress have never been studied in previous studies, thus

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id
P-ISSN: 2580-6084, E-ISSN: 2580-8079

adding to the research literature on work stress. A summary of the antecedents of work stress can be seen in Table 1.

Table 1. Antecedents of Work Stress

No	Antecedents of Work Stress	Researcher
1.	Individual Factors	
	Unrecognized fear	Sahni, 2020
	Self efficacy	Hu <i>et al.</i> , 2019; Park and Jang, 2017
	Organizational Citizenship Behavior	Rabenu <i>et al.</i> , 2017
	Emotional Intelligent	Revzani and Pouria, 2019
	Burnout	Soelton <i>et al.</i> , 2019
2.	Organizational Factors	
	a. Role in organization	
	Role conflict	Harry, 2020; Naoum <i>et al.</i> , 2018; Soelton <i>et al.</i> , 2019; Yang <i>et al.</i> , 2019;
	Role ambiguity	Amirudin, 2019; Harry, 2020
	Responsibility distribution/management	Galanis <i>et al.</i> , 2018; Hampton <i>et al.</i> , 2019
	Work obligations	Kongcharoen <i>et al.</i> , 2019
	b. Work	
	Workload	Harry, 2020; Oruh <i>et al.</i> , 2020; Pandey, 2020; Sidhu <i>et al.</i> , 2020
	Work environment	Oruh <i>et al.</i> , 2020; Sidhu <i>et al.</i> , 2020
	Work intensification	Walker, 2020
	Administrative/organizational pressure	Allison <i>et al.</i> , 2019
	Work/job involvement	Li <i>et al.</i> , 2018; Park and Jang, 2017
	Work demands	Wijewardena <i>et al.</i> , 2020
	Time pressure	Amirudin, 2019
	Working conditions	Goswami <i>et al.</i> , 2019
	Evaluation and performance appraisal system	Pandey, 2020
	Uncertainty of working conditions	Hampton <i>et al.</i> , 2019
	c. Organizational Relations with Outsiders	
	Family-role conflict	Amirudin, 2019; Li <i>et al.</i> , 2018
	Family role overload	Park and Jang, 2017
	Work-life conflict	Foy <i>et al.</i> , 2018
	d. Career development	
	Career development environment	Naoum <i>et al.</i> , 2018

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id

e. Relationships in organizations	
Organizational Structure	Naoum <i>et al.</i> , 2018
Leadership	Elomaa <i>et al.</i> , 2020; Manoppo, 2020; Paeveen and Adeinant, 2019; Yao <i>et al.</i> , 2020
Social support	Bjaalid, 2020; Foy <i>et al.</i> , 2018; Yousaf <i>et al.</i> , 2020
Communication and management support	Pandey, 2020; Sahni, 2020
<i>High power distance culture</i>	Hampton <i>et al.</i> , 2019; Oruh <i>et al.</i> , 2020
Autonomy	Patel and Wolfe, 2019
Work team coordination	Hampton <i>et al.</i> , 2019
3. Other antecedents	
Physical and psychological threats and violence at work	Allison <i>et al.</i> , 2019; Rasool <i>et al.</i> , 2020
Financial problems	Kongcharoen <i>et al.</i> , 2019
Delay in information	Ajayi <i>et al.</i> , 2019
Use of digital technology	Rafida, 2020
Countermeasure, extraversion resilience, awareness and neuroticism	Duschek <i>et al.</i> , 2019
Personal relationships outside of work and lack of free time for family and friends	Galanis <i>et al.</i> , 2018
Customer misbehaviors	Hu <i>et al.</i> , 2017
Customer abusive behaviour	Kashif <i>et al.</i> , 2017
Psychological empowerment	Tripathi and Bharadwaja, 2018
Spirituality at work	Saxena <i>et al.</i> , 2020

Source: processed and developed in this study (2021)

The Consequences of Work Stress

The consequences of work stress can be seen from both the individual and the organizational side. From the individual side, there are several changes that individuals feel when experiencing pressure or tension related to work, namely physical reactions, emotions, thoughts, and behavior. Changes occur in physical conditions to the emergence of various health problems, for example, the consequences of work stress in the studies that are made into the literature by the author, namely health damage (Petek, 2018; Sidhu *et al.*, 2020), mental health and psychopathological symptoms (Fortes *et al.*, 2020), emotional exhaustion (Kashif *et al.*, 2017; Peasley *et al.*, 2020) and burnout/fatigue (Chen, 2020; Park *et al.*, 2020 Parveen and Adeinat, 2019). This has an

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id

impact on the incidence of individual costs (Molek-Winiarska and Molek Kozakowska, 2020)

Changes that occur at the individual level will affect attitudes towards work. Employees will feel bored and show stress symptoms known as burnout. When experiencing burnout, people will show absenteeism from work or increased absenteeism. Some of the antecedents of job stress related to attitudes towards work in the observed literature include job dissatisfaction/satisfaction (Darte-Baah, 2019; Heyder, 2019; Pandey, 2020; Park and Jang, 2017), reduced personal achievement and depersonalization (Peasley *et al.*, 2020), career satisfaction, performance role and extra-role performance (Nisar and Rasheed, 2019), work motivation (Kongcharoen *et al.*, 2019) intention turnover (Park *et al.*, 2020; Yousaf *et al.*, 2020), and job involvement (Klein *et al.*, 2019).

In stressful conditions, employees will decrease their productivity according to the U curve. This means that optimal pressure will encourage optimal performance. Meanwhile, the pressure is low or the pressure is too big, the performance will decrease. So that job stress has consequences on task performance (Naoum *et al.*, 2018, Petek, 2018). Poor job performance by employees will cause inefficiency in organizational performance. Other consequences of work stress are work-family conflict (Rabenu *et al.*, 2017), perceived organizational support (Saadeh and Suifan, 2020), and maturity to manage knowledge (Marques *et al.*, 2020). A summary of the consequences of work stress can be seen in Table 2.

Table 2. Consequences of Work Stress

No	Consequences of Work Stress	Researches
1.	Individual Factors	
	Health damage	Petek, 2018; Sidhu <i>et al.</i> , 2020
	Mental impairment and psychopathological symptoms	Fortes <i>et al.</i> , 2020
	Emotional exhaustion	Kashif <i>et al.</i> , 2017; Peasley <i>et al.</i> , 2020
	Fatigue/burnout	Chen, 2020; Klein <i>et al.</i> , 2019; Park <i>et al.</i> , 2020; Parveen and Adeinat, 2019
	Individual costs	Molek-Winiarska and Molek Kozakowska, 2020

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id

2.	Organization	
	Work dissatisfaction/satisfaction	Darte-Baah, 2019; Heyder, 2019; Pandey, 2020; Park and Jang, 2017
	Reduced personal accomplishment and depersonalization	Peasley <i>et al.</i> , 2020
	Career satisfaction, role performance and extra role performance	Nisar and Rasheed, 2019
	Work motivation	Kongcharoen <i>et al.</i> , 2019
	Turnover intention	Park <i>et al.</i> , 2020; Soelton <i>et al.</i> , 2019; Yousaf <i>et al.</i> , 2020
	Work involvement	Klein <i>et al.</i> , 2019
3.	Another consequence	
	Task performance	Naoum <i>et al.</i> , 2018, Petek, 2018
	Work-family conflict	Rabenu <i>et al.</i> , 2017
	Perceived organizational support	Saadeh and Suifan, 2020
	Maturity to manage knowledge	Marques <i>et al.</i> , 2020

Source: processed and developed in this study (2021)

Management of Work Stress

Stress as the pressure at work at a certain level can cause morale (eustress), but if the pressure is excessive or less pressure will cause negative stress (distress). Efforts to manage stress become important with the principle of how to manage negative stress into positive stress so that threats can be modified into challenges.

Broadly speaking, efforts to manage stress can be grouped into two types of strategies, namely coping strategies at the individual level and strategies at the organizational level (Moorhead and Griffin, 1995).

Individual-level strategies found in this literature study include relaxation methods (Bennion *et al.*, 2018), coping strategies that focus on avoiding and decreasing sleep quality, physical exercise and family/friend support (Galanis *et al.*, 2018), and strategies spiritual coping through mindfulness meditation/prayer (Walker, 2020).

Strategies for managing work stress at the organizational level can use additional tools such as communication systems and software, access to psychological services, change in leadership, provision of resources for employee welfare such as job training, and better work team coordination (Hampton *et al.*, 2019). In addition, organizations can conduct psychological suggestion training (Chen, 2020) as well as psycho-social support, community support, and an effective system of organizational support (Sahni, 2020). A summary of work stress management can be seen in Table 3.

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id

Table 3. Work Stress Management

No	Work Stress Management
1.	Individual Level Relaxation method Coping strategy that focuses on avoiding and decreasing the quality of sleep, physical exercise and family/friend support Spiritual coping strategies through mindfulness meditation/prayer
2	Organization Level Communication system Access to service psychological Change in leadership Resource provision (job training, psychological suggestion training), psycho-social support, community support, organizational support, work team coordination

Source: processed and developed in this study (2021)

Types of Work Researched in Research on Work Stress

Research in the literature observed by the authors shows that work stress is studied in various types of work. Observations show that research on work stress is carried out in the construction professional profession (Ajayi *et al.*, 2019; Hampton *et al.*, 2019; Naoum *et al.*, 2018), the police (Allison *et al.*, 2019; Li *et al.*, 2018; Nisar and Rasheed, 2019), teachers and headmaster (Heyder, 2019; Hu *et al.*, 2019; Kongcharoen *et al.*, 2019; Walker, 2020), Paramedics (Bjaalid, 2020; Duschek *et al.*, 2019; Klein *et al.*, 2019; Manoppo, 2020; Park *et al.*, 2020; Rasool *et al.*, 2020; Saadeh and Suifan, 2020; Zaghini *et al.*, 2020), hotel industry employees (Goswani *et al.*, 2019; Yousaf *et al.*, 2020) and banking industry employees (Darte-Baah, 2019; Kashif *et al.*, 2017; Oruh *et al.*, 2020; Pandey, 2020; Parveen and Adeinat, 2019; Tripathi and Bharadwaja, 2018; Wu, 2020;).

Some professions are only studied by one researcher, for example in the profession of daycare leader (Elomaa *et al.*, 2020), library staff (Petek, 2018), the salesperson (Peasley *et al.*, 2020), women micro-entrepreneurs (Wijewardena *et al.*, 2020), auditors (Amirudin, 2019), immigration officers (Yang *et al.*, 2019), employees in the electricity sector (Sidhu *et al.*, 2020), lecturers (Rafida, 2020), cabin crewmembers (Hu *et al.*, 2017) and sales agents (Park and Jang, 2017). Besides that, some studies do not specifically mention the professions of research subjects regarding

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id

this work stress. For example, researchers only mention that the research subjects are white-collar workers (Nappi *et al.*, 2020) and company employees (Harry, 2020; Yao *et al.*, 2020). A summary of the types of professions studied in research on work stress can be seen in Table 4.

Table 4. Summary of Professions in The Work Stress Research

No	Type of Profession	Number of Research
1.	Construction professionals	3
2.	Teachers and headmaster	4
3.	Police	3
4.	Paramedics	8
5.	Hotel industry employees	2
6.	Banking industry employees	7
7.	Daycare leader	1
8.	Female micro entrepreneurs	1
9.	Library staff	1
10.	Auditor	1
11.	Immigration officers	1
12.	Employees in the electricity sector	1
13.	Lecture	1
14.	Cabin crewmembers	1
15.	Sales agents	1

Source: processed and developed in this study (2021)

DISCUSSION

Table 1 shows that antecedents that appear most frequently in research on Job stress are a conflict of roles, workload, and leadership. Each antecedent was used in four studies. Perrewé *et al.* (2012) in Henry (2020) states that role conflict refers to the mismatch of the requirements and expectations that employees receive from their supervisors or coworkers. The higher the role conflict, the higher the work stress. Workload and leadership factors are thought to be related to the Covid-19 pandemic. Research with workload antecedents was carried out in 2020 and research with leadership antecedents was carried out in 2020 as many as three studies. The Covid-19 pandemic has made changes in workload and leadership because the implementation of work from home which is carried out in almost all workplaces requires adaptation from employees and organizational leaders.

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id

P-ISSN: 2580-6084, E-ISSN: 2580-8079

Table 2 shows that the consequences that often arise are burnout (four studies), job dissatisfaction, and intentions turnover (three studies each). Burnout is a chronic affective response to stressful work conditions featuring high levels of interpersonal contact (Ganster and Schaubroeck, 1991). Research on burnout in the 1970s focused initially on specific professions such as nursing, social work, and teaching. The construct burnout extends to a variety of work fields that involve a certain level of interaction with other people such as the military, police, managers, librarians, and blue-collar workers. In research with consequences of burnout, the professions studied were paramedics and employees of the banking industry. In addition to burnout, job dissatisfaction and intentions are turnovers also a consequence of work stress that is the concern of researchers.

The results of a literature study on the management of work stress can be seen in table 3 The management of work stress can be grouped into two groups, namely management at the individual level and management at the organizational level. The two levels of work stress management must complement and support each other. When only one level is implemented without implementing the other levels, the results will not be optimal. Even the management of work stress is not successful.

In general, the results of research examining job stress in certain professions provide diversity in the types of professions studied. Many occupational professions have not been studied in terms of job stress. So that this becomes a challenge for researchers, especially in the field of behavioral sciences.

Table 4 also shows that the most researched professions on the topic of work stress are paramedics, namely eight studies, and banking industry employees, namely seven studies. This shows that work stress researchers are interested in making the paramedic profession and banking industry employees research subjects. The Covid-19 pandemic has become one of the factors that caused work stress for paramedics and banking industry employees so that a more in-depth study of work stress in these two professions is needed so that the research literature on work stress is wider.

CONCLUSIONS

Stress on individuals has an impact on individual performance, and in the end, will have an impact on the organization as a whole. Antecedents and consequences of

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id

P-ISSN: 2580-6084, E-ISSN: 2580-8079

job stress can come from individuals or organizations. Based on the results of literature studies, the antecedents that most often appear in research on work stress are role conflict, workload, and leadership, while the consequences that often arise are *burnout*, job satisfaction/dissatisfaction, and intentions *turnover*. Work stress management involves individual and organizational levels. The two levels of work stress management must complement and support each other.

Work stress can afflict employees of various professions. The professions that are mostly researched on the topic of work stress in this study are paramedics and employees of the banking industry. Work stress management is needed so that work stress can have good and beneficial consequences for employees of various professions, as well as for individuals and organizations.

REFERENCES

- Ajayi, S. O., William, J. and Maria, U. (2019), "Occupational stress management for UK construction professionals Understanding the causes and strategies for improvement", *Journal of Engineering, Design and Technology*, Vol. 17 No. 4, pp. 819-832.
- Allison, P., Mnatsakanova A., McCanlies E., Fekedulegn D., Hartley T. A., Andrew M. E. and Volanti, J. M. (2020), "Police stress and depressive symptoms: role of coping and hardiness", *Policing: An International Journal*, Vol. 43 No. 2, pp. 247-261.
- Amirudin, A., Pagalung G., Kartini and Arifuudin. (2019), "Mediating effect of work stress on the influence of time pressure, work-family conflict and role ambiguity on audit quality reduction behavior", *International Journal of Law and Management*.
- Bennion, E., Olpin M. N. and DeBeliso M. (2018), "A comparison of 4 stress reduction modalities on measures of stress among university students", *International Journal of Workplace Health Management*.
- Bjaalid, G., Olsen, E., Melberg, K. and Mikkelsen, A. (2020), "Institutional stress and job performance among hospital employees", *International Journal of Organizational Analysis*, Vol. 28, No. 2, pp. 365-382.

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id
P-ISSN: 2580-6084, E-ISSN: 2580-8079

- Brooks, S.K., Webster, R.K., Smith, L.E., Woodland, L., Wessely, S., Greenberg, N., Rubin, G.J. (2020), “The psychological impact of quarantine and how to reduce it: Rapid review of the evidence”, *Lancet*, Vol. 395, pp. 912–920.
- Burman, R. (2018), “A Systematic Literature Review of Work Stress”, *International Journal of Management Studies*, Vol. 5, Issue. 3, No. 9, pp. 112-132.
- Caponnetto, P., Magro, R., Inguscio, L. and Cannella, M. C. (2018), “Quality of life, work motivation, burn-out and stress perceptions benefits of a stress management program by autogenic training for emergency room staff: A pilot study”, *Mental Illness*, Vol. 10, No. 7913, pp. 67-70.
- Chen, J. (2020), “Relationship Between Psychological Capital, Job Stress and Job Burnout of Special Education Workers”, *Revista Argentina de Clinica Psicologica*, Vol. 19, No. 1, pp. 1325-1331.
- Clercq, D. E., Haq, I. U. and Azzem, M. U. (2019), “Time-related work stress and counterproductive work behaviour Invigorating roles of deviant personality traits”, *Personnel Review*, Vol. 48 No. 7, pp. 1756-1781.
- Dada, J. O., Babatunde, S. O., and Adeleye, R. O. (2019), “Assessment of academic stress and coping strategies among built environment undergraduate students in Nigerian higher education”, *Journal of Applied Research in Higher Education*.
- Dartey-Baah, K., Quartey, S. H., and Osafo, G. A. (2019), “Examining occupational stress, job satisfaction and gender difference among bank tellers: evidence from Ghana”, *International Journal of Productivity and Performance Management*.
- Duschek, S., Bair, A., Haux, S., Garrido, A. and Janka, A. (2020), “Stress in paramedics: relationships with coping strategies and personality traits”, *International Journal of Emergency Services*, Vol. 9 No. 2, pp. 203-216.
- Elomaa, M., Pakarinen, E, Eskelä-Haapanen, S., Halttunen, L., Suchodoletz, A. V. and Lerikkanen, M. (2020), “Directors’ stress in day care centers: related factors and coping strategies”, *International Journal of Educational Management*, Vol. 34 No. 6, pp. 1079-1091.
- Fortes, A. M., Tian, L. and Huebner, E. S. (2020), “Occupational Stress and Employees Complete Mental Health: A Cross-Cultural Empirical Study”, *International Journal of Environmental Research and Public Health*, Vol. 17.

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id
P-ISSN: 2580-6084, E-ISSN: 2580-8079

- Foy, T., Dwyer, R. J., Nafarrete, R., Hammoud, M. S. S. and Rockett, P. (2020), “Managing job performance, social support and work-life conflict to reduce workplace stress”, *International Journal of Productivity and Performance Management*.
- Galanis, P., Fragkou, D., Kaitelidou, D., Kalokairinou, A., and Katsoulas, T. A. (2018), “Risk factors for occupational stress among Greek police officers”, *Policing: An International Journal*.
- Ganster, D. C. and Schaubroeck, J. (1991), “Work stress and employee health”, *Journal of Management*, Vol. 17 No. 2, pp. 235-271.
- Goel, M., and Verma, J. P. (2020), “Workplace stress and coping mechanism in a cohort of Indian service industry”, *Asia Pacific Management Review*.
- Goswami, I. and Dsilva, N. R. (2019), “Impact of job satisfaction and job stress on employees’ life in Mumbai’s hospitality sector An empirical study using SEM”, *Journal of Strategy and Management*, Vol. 12 No. 3, pp. 330-346.
- Hampton, P., Chinyio, E. A. and Riva, S. (2019), “Framing stress and associated behaviours at work An ethnography study in the United Kingdom”, *Engineering, Construction and Architectural Management*, Vol. 26 No. 11, pp. 2566-2580.
- Harris, E. G. and Fleming, D. E. (2017), “The productive service employee: personality, stress, satisfaction and performance”, *Journal of Services Marketing*.
- Harry, J. (2020), “Stress Management and Employee Performance”, *European Journal of Human Resource Management Studies*, Vol. 4 Issue. 1, pp. 57-71.
- Harshana, P. V. S. (2018), “Work Related Stress: A Literature Review”, *Annals of Social Sciences Management studies*, Vol. 2, Issue. 3.
- Heyder, A. (2019), “Teachers' beliefs about the determinants of student achievement predict job satisfaction and stress”, *Teaching and Teacher Education*, Vol. 86.
- Hu, B. Y., Li, Y., Wang, C. and Reynolds, B. L. (2019), “The relation between school climate and preschool teacher stress, The mediating role of teachers’ self efficacy”, *Journal of Educational Administration*, Vol. 57 No. 6, pp. 748-767.
- Hu, H-H. S., Hu, H-Y. and King, B. (2017), “Impacts of misbehaving air passengers on frontline employees: role stress and emotional labor”, *International Journal of Contemporary Hospitality Management*, Vol. 29, Issue 3.

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id
P-ISSN: 2580-6084, E-ISSN: 2580-8079

- Kashif, M., Braganca, E., Awang, Z. and Cyril De Run, E. (2017), “You abuse but I will stay: the combined effects of job stress, customer abuse, and emotional intelligence on employee turnover”, *Journal of Management Development*, Vol. 36, No. 7, pp. 899-914.
- Klein, C. J., Weinzimmer, L. G., Cooling, M., Lizer, S., Pierce, L. and Dalstrom, M. (2019), “Exploring burnout and job stressors among advanced practice providers”, *Nursing Outlook*, pp. 1-10.
- Kongcharoen, J., Onmek, N., Jandang, P. and Wangyisen, S. (2019), “Stress and work motivation of primary and secondary school teachers”, *Journal of Applied Research in Higher Education*.
- Kundaragi, P. B. and Kadakol, A. M. (2015), “Work Stress of Employee: A Literature Review”, *IJARIE*, Vol. 1, Issue 3.
- Li, J. C. M., Cheung, J. C. K. and Sun, I. Y. (2018), “The impact of job and family factors on work stress and engagement among Hong Kong police officers”, *Policing: An International Journal*.
- Win, W., Wang, H., Gong, L., Lai, G., Zhao, X., Ding, H. and Wang, Y. (2020), “Work stress, family stress, and suicide ideation: A cross-sectional survey among working women in Shenzhen, China”, *Journal of Affective Disorders*, Vol. 277, pp. 747-754.
- Lucia-Palacios, L., Pérez-Lopez, R. and Polo-Redondo, Y. (2020), “Does stress matter in mall experience and customer satisfaction?”, *Journal of Services Marketing*, Vol. 34 No. 2, pp. 177-191.
- Manoppo, V. P. (2020), “Transformational leadership as a factor that decreases turnover intention: a mediation of work stress and organizational citizenship behavior”, *The TQM Journal*.
- Marques, F. M. F. R., La Falce, J. L., Marques, J. M. R. and De Muylder, C. F. (2020), “The relationship between stress and maturity in knowledge management”, *International Journal of Organizational Analysis*, Vol. 27 No. 5, pp. 1504-1521.
- Molek-Winiarska, D. and Molek-Kozakowska, K. (2020), “Are organizations committed to stress management interventions?”, *Employee Relations: The International Journal*.

Moorhead, G & Griffin, R.W. 1996. *Organizational Behavior*. New Jersey: Princeton.

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id

- Naoum, S. G., Herrero, C., Egbu, C. and Fong, D. (2018), "Integrated model for the stressors, stress, stress-coping behaviour of construction project managers in the UK", *International Journal of Managing Projects in Business*.
- Nappi, I., Ribeiro, G. C. and Cochard, N. (2020), "The interplay of stress and workspace attachment on user satisfaction and workspace support to labour productivity", *Journal of Corporate Real Estate*.
- Nisar, S. K. and Rasheed, M. I. (2019), "Stress and performance: Investigating relationship between occupational stress, career satisfaction, and job performance of police employees", *Journal of Public Affairs*.
- Oruh, E. S. and Dibia, C. (2020), "Employee stress and the implication of high power distance culture: empirical evidence from Nigeria's employment terrain", *Employee Relations: The International Journal*.
- Pandey, D. L. (2020), "Work Stress and Employee Performance: An Assessment of Impact of Work Stress", *International Research Journal of Human Resource and Social Sciences*, Vol. 7 Issue. 05, pp. 124-135.
- Park, I-J, Kim, P. B., Hai, S. and Dong, L. (2020), "Relax from job, Don't feel stress! The detrimental effects of job stress and buffering effects of co-worker trust on burnout and turnover intention", *Journal of Hospitality and Tourism Management*, Vol. 45, pp. 559-568.
- Park, R., and Jang, S. J. (2017), "Family role overload's relationship with stress and satisfaction", *Journal of Managerial Psychology*, Vol 32, No. 1, pp. 61-74.
- Parveen, M. and Adeinat, I. (2019), "Transformational leadership: does it really decrease work-related stress?", *Leadership & Organization Development Journal*, Vol. 40 No. 8, pp. 860-876.
- Patel, P. C., and Wolfe, M. T. (2019), "Labor of love? The influence of work-conditions among self-employed and work stress", *Journal of Business Venturing Insights*, Vol 11.
- Peasley, M. C., Hochstein, B., Britton, B. P., Srivastava, R. V. and Stewart, G. T. (2020), "Can't leave it at home? The effects of personal stress on burnout and salesperson performance", *Journal of Business Research*, Vol. 117, pp. 58-70.
- Petek, M. (2018), "Stress among reference library staff in academic and public libraries", *Reference Services Review*.

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id

- Rabenu, E., Tziner, A. and Sharoni, G. (2017), "The relationship between work-family conflict, stress, and work attitudes", *International Journal of Manpower*.
- Rafida, N., Zairina and Masri, R. (2020), "Describing the Impact of Occupational Stress on Employees Performances During Covid-19 Pandemic", *International Journal of Business Society*, Vol. 4 No. 6, pp. 68-73.
- Rasool, S. F., Wang, M., Zhang, Y. and Samma, M. (2020), "Sustainable Work Performance: The Roles of Workplace Violence and Occupational Stress", *International Journal of Environment Research and Public Health*, Vol. 17 No. 912, pp. 1-12.
- Rezvani, A., and Pouria, K. (2019), "Emotional Intelligence: The key to mitigating stress and fostering trust among software developers working on information system projects", *International Journal of Information Management*, Vol 48, pp. 139-150.
- Ribando, S. J., Slade, C. P. and Fortner, C. K. (2020), "Status, stress and fit: comparing the faculty stress impact of university consolidations", *Journal of Organizational Change Management*, Vol. 33 No. 2, pp. 289-300.
- Saadeh, I. M. and Suifan, T. S. (2020), "Job stress and organizational commitment in hospitals The mediating role of perceived organizational support", *International Journal of Organizational Analysis*, Vol. 28 No. 1, pp. 226-242.
- Sahni, J. (2020), "Impact of COVID-19 on Employee Behavior: Stress and Coping Mechanism During WFH (Work From Home) Among Service Industry Employees", *International Journal of Operations Management*, Vol. 1, Issue. 1, pp. 35-48.
- Sidhu, A. K., Singh, H., Viridi, S. S. and Kumar, R. (2020), "Job stress and its impact on health of employees: a study among officers and supervisors", *Journal of Management Development*, Vol. 39 No. 2, pp. 125-144.
- Saxena, A., Garg, N., Punia, B. K. and Prasad, A. (2020), "Exploring role of Indian workplace spirituality in stress management: a study of oil and gas industry", *Journal of Organizational Change Management*.
- Soelton, M., Lestari, P. A., Ratyuhono, H. A. and Putra, L. (2019), "The Effect of Role Conflict and Burnout Toward Turnover Intention at Software Industries, Work

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id
P-ISSN: 2580-6084, E-ISSN: 2580-8079

- Stress as Moderating Variable”, *Advances in Economics, Business and Management Research*, Vol. 120, pp. 185-190.
- Tripathi, N. and Bharadwaja, M. (2018), “Psychological empowerment and stress: role of personality and power distance”, *Journal of Indian Business Research*.
- Walker, A. R. (2020), ““God is my doctor”: mindfulness meditation/prayer as a spiritual well-being coping strategy for Jamaican school principals to manage their work-related stress and anxiety”, *Journal of Educational Administration*, Vol. 58, No. 4, pp. 467-480.
- Wang, C., Pan, R., Wan, X., Tan, Y., Xu, L., Ho, C.S., Ho, R.C. (2020), “Immediate Psychological Responses and Associated Factors during the Initial Stage of the 2019 Coronavirus Disease (COVID-19) Epidemic among the General Population in China”, *Int. J. Environ. Res. Public Health*, Vol. 17.
- Wijewardena, N., Samaratunge, R., Kumara, A. S., Newman, A. and Abeysekera, L. (2020), “It takes a family to lighten the load! The impact of family-to-business support on the stress and creativity of women micro-entrepreneurs in Sri Lanka”, *Personnel Review*.
- Wu, X. (2020), “Influence of job stress on job satisfaction among younger bank employees in China The moderating role of guanxi-oriented attitude”, *Chinese Management Studies*, Vol. 14, No. 1, pp. 257-273.
- Yang, F-C., Kao, R-H. and Cho, C-C. (2019), “A multilevel study on the causal relationship in association network of work stress: Moderating effects of social support”, *Policing: An International Journal*.
- Yao, Z., Zhang, X., Liu, Z. and Luo, J. (2020), “Narcissistic leadership and voice behavior: the role of job stress, traditionality, and trust in leaders”, *Chinese Management Studies*, Vol. 14, No. 3, pp. 543-563.
- Yousaf, S., Rasheed, M. I., Hameed, Z. and Luqman, A. (2020), “Occupational stress and its outcomes: the role of work-social support in the hospitality industry”, *Personnel Review*, Vol. 49, No. 3, pp. 755-773.
- Zaghini, F., Hochsteinb, B., Proietti, M., Badolamenti, S., Fiorini, J. and Sili, A. (2020), “Occupational stress and its outcomes: the role of work-social support in the hospitality industry”, *Applied Nursing Research*, Vol. 54.

¹Email: nuria@usm.ac.id

²*Corresponden Author, Email: mugiharsono_fe@staff.uns.ac.id
P-ISSN: 2580-6084, E-ISSN: 2580-8079