

DOI: <https://doi.org/10.38035/dijms.v6i3.4317><https://creativecommons.org/licenses/by/4.0/>

## Analysis of The Influence Between Job Stress, Workload and Job Satisfaction (Literature Review)

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**Abstract:** Developments in the era of modern technology, especially the science of information technology is growing rapidly. This challenges employees to be able to quickly adapt to technological changes and affect the speed of providing services to customers. Problems commonly encountered in the world of work, especially in maintaining the quality and quality of Service is the speed and accuracy of providing excellent service to customers. This creates a high level of stress and workload that can negatively affect employee job satisfaction. This is because employees will always try to maintain performance by providing the best service to customers but on the other hand there are sales targets that become workloads resulting in work stress which affects employees who are dissatisfied with their work so they tend to show a negative attitude towards their duties and experience higher levels of stress during the job. The purpose of the study to analyze the relationship between workload and job stress on employee job satisfaction. This study uses the approach of the method used in this study is a literature search. The results showed that workload and work stress negatively affect employee job satisfaction.

**Keyword:** Workload, Job Stress, & Job Satisfaction.

## INTRODUCTION

Human resources play a crucial role in the activities of the company, because the progress and success of an organization is highly dependent on the contribution and ability of qualified human resources. Employees are one of the key elements in the structure of corporate resources. Although the company's infrastructure is optimal, but if a company does not have employees who have toughness will accept the workload and face work stress so that achieving satisfaction in work where there is competition in today's highly competitive era will be a difficult challenge.

With the competition, every company through its employees continues to strive to improve the quality and service in an increasingly competitive world. This resulted in a lot of workload that must be accepted by employees because it not only ensures quality and quality but speed in serving both in the form of criticism and demand for services.

Work stress usually arises as an emotional and physical reaction to demands from within and outside the organization. Stress is a condition in which a person experiences tension due to a condition that affects him, this condition can be obtained within a person or the surrounding environment that is outside of a person. Stress can cause negative impacts on psychological and biological health for employees. The presence of work stress makes the phenomenon very interesting for researchers who have an interest in studying it.

Employee stress is very important to be noticed by leaders so that things that harm the company can be overcome. According to Hasibuan (2019;204), there are six causes of work stress, namely: difficult and too heavy workload, pressure and the nature of leadership that is less fair and reasonable, inadequate work time and equipment, conflicts between individuals and leaders or work groups, remuneration that is too low. To have human resources that are active and reliable in doing everything, it is necessary to consider the level of stress that exists in human resources related to their activities. An employee cannot be separated from the usual work stress. A high level of work stress allows the person to feel dissatisfaction with their job. Fluctuations in work stress become up and down like stock return.

## **METHOD**

In this scientific article is an article written using qualitative research methods as well as literature review studies to help also get many or various descriptions through the factors that affect the results of the variables studied. In this research article, the first step used is to collect information from the literature of online journal articles through Google scholar. In qualitative research methods discussed in depth in the section entitled Literature Review (review of literature), as the basis for the formulation of hypotheses which will then be used as a basis for comparison against the results of previous research or the findings contained in the study. This qualitative research is a research that has an explorative nature (Saputra & Ali, 2022).

## **RESULTS AND DISCUSSION**

### **Working Load**

Menurut Vanchapo argues that workload is the number of a series of activities that need to be completed by workers with a fairly small amount of time, if workers are able to take care of their work well and are also able to adapt to the number of responsibilities imposed by their superiors, it will be a burden for workers but vice versa, where a job is not able to be done by the worker and the obligations and activities will be excessive liability for the worker (Aisah et al., 2022).

Putra stated that there are several workload indicators including (Nurhandayani, 2022):

- a) the Target to be achieved the goal is a goal to be achieved opinion personal about the urgency of completing the work and thoughts about the results of the work that must be completed within a certain period of time.
- b) working conditions constitute working conditions personal opinion about working conditions includes the following abilities: willingness to make quick decisions, deal with unexpected situations, and do extra work outside of working hours.
- c) Employment Standards represent an individual's view of his or her work, including feelings regarding the amount of work that must be completed in a certain period of time.

In workload there are two types in it, namely quantitative workload and qualitative workload in (Vanchapo, 2020):

- a) quantitative workload is excessive physical or mental stress that requires a lot of work is likely to be the main cause of work stress. Factors causing this quantitative

workload include time pressures such as work deadlines. This can result in errors in completing tasks due to time pressure and the large amount of work to be completed.

- b) qualitative workload is the amount of work that occurs because of the demands work beyond the technical capabilities and limitations of workers. This workload can decrease employee productivity and cause confusion. If this state persists, mental fatigue and emotional overreaction may occur.

Wartono in (Widianti & Herlina, 2023) states that there are three different situations that can arise in providing workload to employees, namely the workload given by the company according to the standard, the workload given by the company is too high (over capacity) and the workload given the company is too low (undercapacity), the work will not run efficiently if the workload is too low or too heavy.

Too light workload can lead to excess number of employees which makes the company have to pay more employee salaries with the same level of productivity so that cost efficiency is not optimal, whereas if the company lacks manpower or more jobs compared to the number of existing employees, this can cause physical fatigue and psychological fatigue for employees and ultimately lead to employees become less productive due to excessive fatigue.

According to Budiasa (2021), the dimensions and indicators of workload are as follows: mental load (mental effort load) is the workload that arises when employees perform mental/psychic activities in their work environment. The indicators of mental burden are: work with high difficulty and work not according to competence. Time load (time load) is the workload that arises when employees are required to complete the tasks in accordance with a predetermined time. As for indicators of time load are: speed in doing work, deadlines, targets to be achieved, additional working hours (overtime) and do not have free time. physical load (physical load) is a workload that has an impact on health problems as in the body's faal system, heart, breathing and sensory organs in a person's body caused by working conditions. As for the indicators of physical load, they are: overwork, additional duties and health facilities.

According to Astuti et al (2022) workload is a set of work activities whose completion must be accounted for by the company or for the position holder within a predetermined time. According to (Apriana et al., 2021) in (Setiawan et al., 2022), dimensions and indicators of workload are working conditions, targets to be achieved, work standards, role conflicts, means and use of working time.

## **Work Stress**

According to Vanchapo (2020) work stress is an emotional state caused by an imbalance between workload and a person's ability to deal with the pressure they are facing. Physical and psychological imbalances can also lead to stress, which can have an impact on employees ' emotions, thoughts and well-being. From some of the opinions of experts above, it can be concluded that work stress is a condition in which a person faces tasks or job demands to exceed the limits of employee capabilities and also feelings of pressure or pressure both physically and psychologically experienced by employees can cause unstable emotions.

Griffin and Moorhead in (Suparta, 2023) state that there are four causes of stress at work as follows successfull Physical Environment: Physical conditions in the work environment can be a source of stress for employees. Factors such as lighting, noise, temperature, and air quality can affect employee stress levels. related to the use of information technology, especially when employees feel not skilled enough or burdened with rapid technological development (Suryanto et al., 2022).

According to Griffin and Moorhead in (Suparta, 2023) states there are four causes of stress at work as follow successful. Physical Environment: Physical conditions in the work

environment can be a source of stress for employees. Factors such as lighting, noise, temperature, and air quality can influence employee stress levels. Individual Stress: Role conflicts, role ambiguity, excessive workload, lack of control, great responsibility and unsafe working conditions can trigger stress. Group: distrust, poor relationships with colleagues, superiors, or subordinates can be a source of stress. Organization: Poor organizational structure, unfavorable organizational climate, improper technology, political issues and lack of specific policies can cause stress.

Robbins in (Tinambunan et al., 2022) states that there are five indicators that cause work stress in employees, namely such as the demands on tasks given to employees (things related to one's work such as working conditions and physical layout), role demands on employees (pressure exerted on a person based on his role in the organization), organizational leadership (includes can create a work climate full of tension, fear, and anxiety), organizational structure (unclear organizational structure can lead to ambiguity in positions, roles, authority, and responsibilities), and interpersonal demands (pressures such as differences of opinion, differences in work style and difference his opinion was clarified by Suwanto and Priansa in (Sulastri & Onsardi, 2020) work stress describes a condition in which at work workers interact with one or several factors that can interfere with the psychological condition of workers, such as the gap between the ability of each employee to the demands of the work done by employees, this can cause work stress to employees.

According to Salleh, M.R. (2021), stress can be defined as a special relationship between people and the environment that the person judges as overloading or exceeding his resources and putting his well-being at risk.

## **Job Satisfaction**

Ramban and Edalmen (2022), adding that employees with a high level of job satisfaction will show a positive attitude towards the work carried out, whereas if a worker is not satisfied with his work he will show a negative attitude towards his work.

According to Hasibuan in (Puspa et al., 2021) said that a person's job satisfaction level reflects a person's emotional interaction with their work that includes a sense of love and pleasure. This interaction is reflected in the discipline, morality, and work performance of the individual, at work or when not working.

In his research, job satisfaction is an evaluation made by an employee of his work, it can be in the form of positive or Negative feelings (Wildiawanti, 2024) Job satisfaction is a positive and satisfied feeling that a person feels towards his job. This includes a positive evaluation of the work environment, tasks tasks performed, interactions with colleagues, rewards, development opportunities and other elements that influence the individual's view of their work. Job satisfaction levels have a significant impact on employee motivation, performance, and retention in an organization.

Job satisfaction is one of the stages that need to be considered by the company. Job satisfaction is very important in relation to employee productivity and performance and dissatisfaction is often associated with high levels of job demands and complaints. Job satisfaction as a reflection of one's feelings towards one's job (Sausan et al., 2021).

The theory of job satisfaction according to Wibowo in Albiansyah et al. (2023) states the theory of job satisfaction as follows:

### **1) Two-Factor Theory**

Two-factor theory is a theory of job satisfaction that advocates that satisfaction and dissatisfaction are part of a group of different variables, namely motivators (motivational) and hygiene factors (maintenance factors). In general, people expect that certain factors provide satisfaction when available and cause dissatisfaction when there is none. In this theory, dissatisfaction is associated with conditions around the work environment, working conditions, wages, safety, quality, supervision, and

relationships with others. Preferably, satisfaction is drawn from factors related to the job itself or its immediate results rather than, such as the nature of the job, achievement in the job, promotion opportunities, and opportunities for self-development and recognition. Because this factor is related to high levels of job satisfaction, it is called a motivator.

## 2) Value Theory

According to the concept of this theory, job satisfaction occurs at the level where the results of the work received by the individual as expected. The more people receive results, the more satisfied they will be. Value Theory focuses on any outcome that judges people regardless of who they are. The key to satisfaction in this approach is the difference between the aspects of the job that a person has and wants. The greater the difference, the lower the satisfaction of people. The implications of this theory invite attention to aspects of work that need to be changed to obtain job satisfaction. In particular, this theory advocates that the aspect does not necessarily apply equally to everyone, but may be a value aspect of the work about people who feel there is a serious contradiction. By determining on values, this theory advocates that job satisfaction can be obtained from many factors. Therefore, an effective way to satisfy the job is to determine what they want and when maybe give it. Based on the explanation above, it can be concluded that the theory of job satisfaction consists of 2 (two), namely Two-Factor Theory and Value Theory.

According to Afandi (2021) job satisfaction is something that has an individual nature because each individual will have a different level of satisfaction in accordance with the values that prevail in each individual. Job satisfaction indicators according to Afandi (2021) are work, Wages/Salaries, promotions, supervisors and colleagues.

- a. work there is an element of pleasure in the content of the work that a person does.
- b. supervision of persons who give instructions or instructions on how to do work to be done.
- c. Wages / Salaries Wages / Salaries is the amount of remuneration received by someone over work according to their needs.
- d. promotion a person's assessment can be improved through promotion.

Coworkers someone is always working with them, they may be considered as a co-worker of the work, be it pleasant or unpleasant. In research Pranitasari & Saputri (2020) used job satisfaction indicators as follows:

- a. Work. The content of the task performed by a person whether it contains elements that provide satisfaction or not.
- b. Payment. The amount of payment received by a person as a result of doing work based on a perceived need provides a sense of Justice.
- c. Promotion. Opportunity for individuals to develop their careers through promotion to a higher position than now. Supervisor, person with the obligation to direct orders or appoint in carrying out a job. Colleagues. Friends or people who always work together to hasten a task. Colleagues can be very pleasant or unpleasant.

Some indicators of job satisfaction include (Meutia & Narpati, 2021): 1) Performance generally increases the level of individual job satisfaction will increase morale, which in turn will improve employee performance; 2) Organizational Behavior the existence of employees who act as support for outside of the job description itself. Employees who are satisfied with their work collaborate with each other to achieve organizational goals. Satisfaction at work increases the vitality of life and gives satisfaction. Because they feel satisfied at work, employees will feel more comfortable when they come home from work.



spiritual and physical well-being. Employees who believe they are doing a good job will be more enthusiastic at work.

Meanwhile, according to Hasibuan, job satisfaction is defined as an emotional attitude that gives satisfaction and love for work. Ardana defines job satisfaction as the difference between expectations that should be met with the existing reality. The smaller the difference between the expected and actual conditions, the more likely a person is to feel satisfied. It can be concluded that job satisfaction reflects an individual's view of his job (Suartana & Dewi, 2020).

Based on the background of the research, the main problems to be studied in this study can be formulated as follows:

1. What about workload, job stress and Employee Job Satisfaction?
2. How does workload affect employee job satisfaction?
3. How does work stress affect employee satisfaction?
4. How does workload and work stress affect employee job satisfaction?

### **Influence of workload with work stress**

Rajab (2022) says that, there is an influence of workload on work stress. Prasetyaningtyas et al (2022) from the results of his research, he said that workload had a positive and significant impact on work stress. Tualai & Aima (2022) mention that workload has a significant effect on work stress. Budiasa et al. (2021) mentioned that workload has a positive and significant effect on work stress

Yosiana et al. (2020) who concluded that workload has a positive and significant effect on work stress. Research results from Yosiana et al. (2020) dan Budiasa et al. (2021) who said that workload negatively and significantly affects work stress-mediated performance. Budiasa et al. (2021) mentioned that workload has a positive and significant effect on work stress. Similarly, Yosiana et al. (2020) who concluded that workload has a positive and significant effect on work stress.

According to Muslim (2021), stress is a condition of tension that creates a physical and psychological imbalance in a worker so that it affects emotions, thought processes and also his condition. Or in other words, work stress is a feeling of pressure experienced by employees in the face of their work. The higher the level of work stress experienced by every employee in working in a company, the stress caused due to workload that is not in accordance with the leadership style of the leader.

This work stress is very influential on the desire to move or exit employees from the company where they work. This is in accordance with the results of research conducted by Riani and Putra (2017), Fitriantini et al. (2019) stated that work stress has a positive effect on turnover intention.

Based on the research of Paramitha and Rahyuda (2023) which states the results that workload has a positive and significant effect on work stress. according to research (Zulmaidarleni, Sarianti, & Fitria, 2019) high workload also a factor that causes work stress and cannot carry out their duties optimally. 3) workload is an ability possessed by individuals to completing a job demands that must be completed at a certain time (Winarsunu, 2008). Based on what was stated by Winarsunu (2008) that workload is one of the causes of work stress because workers are required to complete their work at a certain time, it must be in accordance with the physical and cognitive abilities of workers, if the physical and cognitive abilities of workers do not match then it has the potential for stress. In the research of Paramitha and Rahyuda (2023), the results state that workload has a positive and significant effect on work stress.

Based on what was stated by Winarsunu (2008) that workload is one of the causes of work stress because workers are required to complete their work at a certain time, it must be in accordance with the physical and cognitive abilities of workers, if the physical and

cognitive abilities of workers do not match then it has the potential for stress.

### **Effect of job stress on job satisfaction**

In previous research conducted by (Fardah & Ayuningtias, 2020; Izdiyar et al., 2023), states that partially, job stress negatively and significantly affects job satisfaction. This is shown by employees who experience high levels of work stress, which will reduce job satisfaction, and vice versa. If the tasks given exceed their capabilities and limitations, this can contribute to a decrease in job satisfaction. Sanjaya (2021) states that work stress has a negative and significant influence on job satisfaction.

Inspired by E. E. Silalahi and A. Dianti (2022), based on research conducted by Silalahi and Dianti, said that work stress has a significant influence on employee job satisfaction. Becker L, Kaltenecker HC, Nowak D, Weigl M, Rohleder N (2022) say that the pressure to multitask and manage multiple tasks simultaneously can increase stress levels. In addition, the perceived lack of prioritization and planning of multitasking can affect an individual's sense of control over their workload.

Research conducted by Riefky et al (2021), said that job stress has a negative and significant effect on job satisfaction. This can mean that the work stress experienced by employees can affect what they do, what they feel like feeling unsettled, like being alone, nervous anxiety and other pressures related to work and the results they receive.

Research according to Putu Suartana (2020) states that work stress has a negative and significant effect on job satisfaction. The results of this study are in line with the results of previous studies which also support the existence of a significant negative relationship between job satisfaction and work stress conducted by Ida and Putu (2020) the study found that the higher the level of job satisfaction is not necessarily the low level of work stress. (Hutami Pramesti & Piartrini, 2020).

### **Effect of workload on job satisfaction**

Research by (Fikri Zaidan & Juariyah, 2020), (Tentama *et al.*, 2019), and (Sari & Rahyuda, 2019) found that workload had a negative and significant effect on job satisfaction which means that the higher the workload felt, the lower the job satisfaction. Conversely, the lower the workload received, will increase job satisfaction.

Research by Sitorus and Siagian (2023) also showed significant positive results for workload affecting employee job satisfaction. A balanced workload can provide positive challenges that increase satisfaction, but excessive workload causes fatigue and burn out that reduces employee satisfaction. Based on research conducted by Rizki et al (2022) said that workload had a negative and significant effect on job satisfaction. The same thing is done by Anggriyani & Serif (pp. 1 -15, 2023 that there is a negative and significant influence of workload on employee job satisfaction.

According To O. C. Hee, C. H. Shi, T. O. Kowang, G. C. Fei, and L. L. Pingback, pp. 285-291, 202. The increased workload of employees, it will further decrease the level of employee job satisfaction vice versa.

### **Effect of workload and work stress on Employee Job Satisfaction**

Safitri and Astutik (2019) state that the impact of workload and work stress can reduce a person's job satisfaction.

## **CONCLUSION**

In general, based on the results of research conducted on the influence of workload and work stress on employee job satisfaction. It can be concluded that the workload has a positive effect on work stress and significant negative effect on employee job satisfaction. This means that if the lower the work stress experienced by employees, the higher the job satisfaction of

employees, and vice versa, the higher the stress of employees, then Job Satisfaction will decrease.

Suggestions based on research that has been put forward, then to improve job satisfaction in employees for the future proposed suggestions that the handling of good work stress on all employees needs to be improved, because with the handling of good work stress on employees, so as to increase employee job satisfaction in accordance with what the company wants. As well as the efforts of more corporate approaches to employees, so that employees always feel comfortable so as to increase or improve employee job satisfaction.

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