



Job Satisfaction Mediation Model from the Influence of Work Stress on Nurse Performance in Islamic Hospitals

¹Ahmad Chaeroni, ²Budi Prijanto, ³Devin Mahendika, ⁴Elsa Yuniarti, ⁵Efendi

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Abstract

The objective of this research is to explore various factors related to the work environment and job satisfaction of nurses at RSI Sultan Agung. The research questions focus on investigating how work stress affects job satisfaction, how job satisfaction impacts nurses' performance, how work stress directly influences nurses' performance, and how work stress indirectly affects performance through job satisfaction as a mediator. This is an explanatory research study that involves a sample of 158 nurses selected from the total employee population of 262. Data was collected using questionnaires and documentation and analyzed through path analysis. The findings reveal that the majority of nurses (41.77%) have performance levels falling into both categories. The most prevalent category of job stress experienced by the nurses was moderate stress (25.32%), while job satisfaction was classified as unfavorable (29.11%). The research concludes that job stress has a positive impact on job satisfaction and performance. Whereas, the study indicates that job satisfaction does not act as an intervening variable between work stress and performance.

Keywords: Job stress, job satisfaction, performance

¹Health and Recreation/Sport Science, Universitas Negeri Padang, Indonesia

²Faculty of Economics, Universitas Gunadarma, Indonesia

³ Faculty of Medicine, Universitas Andalas, Padang, Indonesia

⁴ Department of Biology, Faculty of Mathematic and Natural Science, Universitas Negeri Padang, Indonesia

⁵ Faculty of Mathematics and Natural Science, Universitas Andalas, Padang, Indonesia

Email: ahmad.chaeroni@fik.unp.ac.id

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Introduction:

If job satisfaction, which is a factor that impacts performance, is achieved perfectly[1], then the fulfillment of human resources' quality will be accomplished. Factors that can impact someone's job satisfaction are integral to discussing job satisfaction. To maintain consistent employee satisfaction, the company must consider the work environment in which employees perform their tasks, such as co-workers, leaders, work atmosphere[2], and other elements that can impact their ability to fulfill their duties.

Job satisfaction is one measure of the quality of life in an organization.[3] According to Frone et al (2010), factors that can affect employee job satisfaction are work-family conflict, job involvement, and job stress. According to [4] and [5], for working women who are also mothers, the lack of balance between work and family has a significant impact on absenteeism at work.

Stress is one of the challenges that individuals may encounter during their lifetime.[6] Signs of stress can manifest in physical changes in an individual's body. Common symptoms experienced by those who undergo stress include anger[7], overthinking, anxiety, sadness, negative thinking,[8] weeping, mood swings, reduced self-esteem or feelings of insecurity, sensitivity, giving up on people easily, developing hostile attitudes, nightmares, and difficulties with concentration and memory[9].

Job involvement is considered important for employees, including female employees.[10] This is based on the increasing quality of female employees in the workforce. Several studies have shown that women do not differ in performance from men, and many even have better performance than men (Failasuffudien, 2013), so high encouragement and trust from the company and self-awareness from the employees themselves are needed to fully engage in the work that is their responsibility.[11]

All nurses working in hospitals or healthcare companies desire the highest level of job satisfaction. However, nurses may encounter various factors that can affect their job satisfaction while performing their duties. Nurses interact with not only patients but also their families, friends, fellow nurses, doctors, work regulations, and sometimes heavy workloads that may not be suitable for their physical, psychological, and emotional states.[12] These circumstances can lead to workplace stress, particularly for nurses.

The objectives of this research were (1) to examine how job stress impacts nurses' job satisfaction, (2) to outline how job satisfaction affects nurses' performance, (3) to explain the immediate impact of job stress on nurses' performance, and (4) to elucidate how job stress affects nurses' performance overall, by influencing job satisfaction as an intermediary factor

Relationship Between Variables

1. Relationship between Work Stress and Job Satisfaction

Work stress experienced by workers as a result or consequence of the work process can develop into physical and mental illness, thus preventing them from working optimally.[13] Meanwhile, job satisfaction is the positive feelings of employees towards various aspects of the job they perform. It can be said that people will perform their work happily if the work is enjoyable. However, job satisfaction can be lost if there is a lot of pressure (stress) in the job, causing the positive feelings (happiness) to turn into negative due to the high level of stress in the job.

The first hypothesis posited in this study suggests that job satisfaction is adversely affected by work-related stress

2. Relationship between Job Satisfaction and Performance

Ntsiful et al suggests that employees who are not satisfied with their job will not experience psychological benefits and may become frustrated.[14] Suwardi (2011) adds that employee dissatisfaction, such as unfair reward systems, unequal treatment in rewards and punishments, and a lack of incentives or recognition, can decrease job performance. Therefore, it is crucial to establish job satisfaction to support employee performance in accomplishing the company's goals and objectives.

In 2015, Yoveline defined job satisfaction as the emotional reaction an individual has towards their job. When employees experience high levels of job satisfaction, they usually exhibit superior performance and contribute more to the organization's development. Putri and Latrini (2013) conducted a study at the Bali Province Water Supply Company, where they discovered that job satisfaction has an 11% positive influence on employee performance. As a result, H2 suggests that job satisfaction positively affects performance.

3. Relationship between Work Stress and Performance

Stress at work refers to the feeling of pressure experienced by employees in their work environment[15]. Some symptoms of work-related stress include emotional instability, uneasiness, social withdrawal, sleep disturbances, excessive smoking, anxiety, tension, nervousness, high blood pressure, and digestive disorders.[16] The causes of workplace stress may include excessive work demands, tight deadlines, inadequate supervision, an unhealthy work environment, insufficient authority, and differences in values between employees and their leaders.

According to Obiageli, high levels of stress can negatively impact employee performance[17], as employees may expend more energy combating stress than performing their duties. Additionally, Handoko (2017) explains that excessive stress can reduce employee achievement by interfering with work execution.

Noviansyah and Zunaidah (2011) conducted a study at PT. Plantation Minanga Ogan Baturaja and found that various work stressors such as work conflict, workload, working hours, task attributes, group support, and leadership influence have a partially positive and significant effect on employee performance. However, their findings suggest that work stress has a harmful impact on performance, as indicated by H3.

4. Relationship between Job Stress and Performance through Job Satisfaction

The issue of job satisfaction is often caused by the imbalance between work and family responsibilities, leading to job dissatisfaction. Previous studies have shown that those who feel that their work and household duties are not balanced tend to be less satisfied with their jobs. [18][5]

Haryanto (2014) conducted a study on nurses at Semarang City Hospital and found that work stress has a significant adverse effect on nurse job satisfaction, while motivation has a positive impact on job satisfaction. Similarly, [19] investigated the correlation between work stress, work-family conflicts, and job satisfaction as a mediator, and discovered that both work stress and work-family conflicts have a substantial and unfavorable influence on job satisfaction[20]. Additionally, the study found that work stress has a harmful and significant impact on employee performance, whereas work-family conflicts and job satisfaction have a constructive and meaningful effect on employee performance. Therefore, H4 proposes that work stress has a negative impact on performance through job satisfaction.

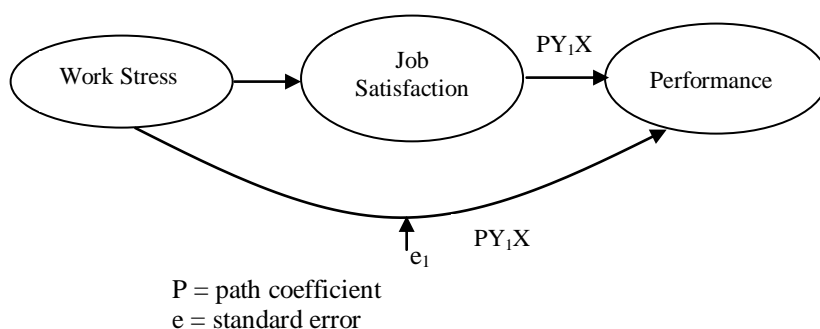


Figure 1. the Model developed in the Research

Methods

This particular study adopts an explanatory research approach, which aims to provide an explanation for the relationship between variables by conducting hypothesis testing. The study focuses on

examining various characteristics of the objects of investigation known as variables [21]. The study involves both independent (X) and dependent (Y) variables based on the hypothesis developed. In this case, the independent variable is work stress, while the dependent variable is performance, and job satisfaction is an intervening variable. The entire population being studied consists of all nurses at RSI Sultan Agung, totaling 262 individuals, while the sample size comprises 158 respondents chosen using the Slovin formula. Data was collected using a questionnaire and documentation, while path analysis was used to analyze the data.

Result

The study participants' characteristics were analyzed based on their gender, age, level of education, and length of service.

Table 1. Characteristics of Respondents Based on Gender (N=158)

Gender Characteristics	Frequency	Percentage (%)
Male	32	20.3
Female	126	79.7
Total	158	100

Table 2. Characteristics of Respondents Based on Age (N = 158)

Age Characteristics	Frequency	Percentage (%)
20–29 years	113	71.5
30–39 years	45	28.5
40–49 years	0	0
>50 years	0	0
Sum	158	100

Table 3. Characteristics of Respondents Based on Education (N=158)

Educational Characteristics	Frequency	Percentage (%)
Senior high school	0	0
Diploma 3	84	53.2
Graduate (S1)	74	46.8
Sum	158	100

Table 4. Characteristics of Respondents Based on Long Working (N=158)

Long working characteristics	Frequency	Percentage (%)
0–4 years	146	92.4
5–9 years	12	7.6
10–14 years	0	0
>14 years	0	0
Sum	158	100

Tables 1 to 4 provide information on the respondents' features, which include gender, age, education, and years of service. Based on the data, 126 female respondents (79.7%) participated in the survey, and the majority of the participants were aged between 20 to 29 years (71.5%). In terms of education, over half of the respondents held a D3 degree (53.2%), while the majority of them had a work experience of 0–4 years (92.4%).

Table 5. Description of Employee Performance Variable Data

Class Interval	Category	Frequency	Percentage
46,4 – 51	Very good	34	21,52
41,7 – 46,3	Good	66	41,77
37 – 41,6	Enough	26	16,46
32,3 – 36,9	not good	16	10,13
27,6 – 32,2	Bad	16	10,13
	Total	158	100

Table 5 shows that the majority of respondents (41.77%) stated that the performance of nurses was in the good category.

Table 6. Job Stress Variable Data Description

Class Interval	Category	Frequency	Percentage
53,2 – 60	Very Stressful	35	22,15
46,3 – 53,1	Stress	39	24,68
39,4 – 46,2	Enough Stress	40	25,32
32,5 – 39,3	Less Stress	16	10,13
25,6 – 32,4	No Stress	28	17,72
Total		158	100

Table 6 shows that the highest respondent's response was in the moderately stressed category of 25.32%. The high response of respondents in the moderate stress category indicates that work stress is in the form of stress caused by organizational stressors, extra organizational stressors, group stressors, and individual stressors which are seen as causing stress for employees and are included in the moderate category.

Table 7. Job Satisfaction Data Description

Class Interval	Category	Frequency	Percentage
50,4 – 55	Very good	40	25,32
45,7 – 50,3	Good	16	10,13
41 – 45,6	Enough	43	27,22
36,3 – 40,9	Less Enough	46	29,11
31,6 – 36,2	Bad	13	8,23
Total		158	100

Table 7 shows that the high response of respondents who are included in the unfavorable category of 29.11% gives the understanding that employee (nurse) job satisfaction must be given more attention in the organization because job satisfaction can affect employee performance.

Upon analyzing the data using a normality test, it was observed that the dots were evenly distributed around the diagonal line and followed its direction, which implies that the regression model satisfies the normality assumption. To examine the presence of a correlation between the independent variables in the regression model, a multicollinearity test was conducted. A well-designed regression model should ideally have no correlation between independent variables[22]. The findings from the SPSS program analysis are provided in Table 8

Table 8. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	Stress	.955	1.047
	Satisfaction	.955	1.047

a. Dependent Variable: Performance

Table 8 demonstrates that all the independent variables have a tolerance value exceeding 0.1 and a VIF value below 10. Hence, it can be inferred that there is no multicollinearity among the independent variables in this regression model[23]. Furthermore, the outcomes of the heteroscedasticity test reveal that the data points are randomly distributed above and below the Y-axis. Thus, it can be deduced that the regression model is reliable for predicting HR performance based on the input of independent and intervening variables, as there is no heteroscedasticity present.

Hypothesis Test Results 1

Table 9. Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	SD. Error	Beta		
1 (Constant)	37.659	2.450		15.373	.000
Stress	.144	.053	.211	2.699	.008

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	SD. Error	Beta		
1 (Constant)	37.659	2.450		15.373	.000
Stress	.144	.053	.211	2.699	.008

a. Dependent Variable: satisfaction

By using the SPSS program for multiple linear regression calculations, Table 9 presents the findings of the analysis, which include a constant value of 37.659 and a coefficient of 0.144 for X1. Thus, we can derive the following equation:

$$Y = 37.659 + 0.144X_1$$

- The constant is 37.659, meaning that if the variable work stress (X1) is considered equal to 0, then job satisfaction is 37.659.
- The regression analysis revealed a coefficient of $b_1 = 0.144$ for the job stress variable (βX_1), which indicates that if there is a one-point increase in work stress, job satisfaction will increase by 0.144, provided that all other variables remain constant.

Model Test (F Test)

The purpose of testing this model is to investigate the impact of all independent variables on the dependent variable. Table 10 displays the results of the F test

Table 10 F Test Results

ANOVA^b

Model	SumofSquares	df	MeanSquare	F	Sig.
1 Regression	300.149	1	300.149	7.287	.008 ^a
Residual	6425.320	156	41.188		
Total	6725.468	157			

a. Predictors: (Constant), Stress

b. Dependent Variable: Satisfaction

The ANOVA or F test outcomes demonstrate that the computed F value is 7.287, and its p-value is 0.008, which is significantly below 0.05. As a result, it can be inferred that the variable X1, representing job stress, has a significant impact on Y1, which is job satisfaction. The strength of the correlation between βX_1 and Y1 (job satisfaction) is illustrated in Table 11

Table 11. Coefficient of Determination

Model	R	R Square	Adj. R Square	Std. Error of the Estimate
1	.211 ^a	.045	.039	6.418

According to Table 11, the Adjusted R Square value is 0.039, indicating that job stress (represented by independent variable X1) has a minimal impact of only 3.9% on job satisfaction. The remaining 96.1% of the variance in job satisfaction can be attributed to other variables that were not considered in this model.

Hypothesis Test 2

Table 12. Linear Regression

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	S.D Error	Beta		
1	(Constant)	25.926	1.830		14.169	.000
	Stress	.367	.040	.592	9.176	.000

a. Dependent Variable: Kinerja

The results of linear regression calculations with the SPSS program in Table 12 obtained a constant of 25.926, a coefficient for X1 of 0.367 so that the following equation can be taken:

$$Y_2 = 25.926 + 0.367X_1$$

- The constant is 25.926, meaning that if the work stress variable (X1) is considered equal to 0, then the performance is 25.926.
- The regression coefficient for the compensation variable (βX_1) obtained a coefficient value of $b_1 = 0.367$ meaning that if there is an increase of 1 point of work stress, the performance will increase by 0.367.

Model Test (F Test)

The purpose of testing this model is to scrutinize the impact of the independent variable on the dependent variable, which is performance. The F test results are presented in Table 13

Table 13. Simultaneous Test ANOVA^b

Model	SumofSquares	df	MeanSquare	F	Sig.
1 Regression	1934.932	1	1934.932	84.200	.000 ^a
Residual	3584.923	156	22.980		
Total	5519.854	157			

a. Predictors: (Constant), Stress

b. Dependent Variable: Performance

The connection between the independent variable X1, denoting work stress, and the dependent variable Y2, which represents employee performance, is displayed in Table 13 through ANOVA or F-test. The computed F-value is 84.200, and the significance level is 0.000, indicating that work stress has a significant impact on employee performance. To explore the correlation between the coefficient βX_1 and Y2, one can refer to the information provided in Table 14

Table 14 Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.592 ^a	.351	.346	4.794

Table 14 displays that the relationship between the independent variable, work stress (X1), and the dependent variable, performance (Y2), can be evaluated using the Adjusted R Square value, which is 0.346. This value indicates that 34.6% of the influence of work stress on performance can be accounted for by the variable itself. The remaining 65.4% of the influence is attributable to other factors that were not taken into account in the current model.

Hypothesis Test Results 3

Table 15. Hypothesis Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	SD. Error	Beta		
1	(Constant)	23.537	2.855		8.245	.000
	Kepuasan	.426	.064	.471	6.661	.000

a. Dependent Variable: Kinerja

Table 15 presents the findings of linear regression calculations carried out with the SPSS program, which include a constant value of 23.537 and a coefficient of 0.426 for X2. As a result, the following equation can be derived:

$$Y_2 = 23.537 + 0.426X_2$$

- The constant is 23.537, meaning that if the job satisfaction variable (X2) is considered equal to 0, then the performance is 25.537.
- The regression coefficient for the variable job satisfaction (βX_2) obtained a coefficient value of $b_2 = 0.426$ meaning that if there is an increase of 1 point in job satisfaction, performance will increase by 0.426.

Model Test (F Test)

The objective of conducting this model test is to examine the effect of all the independent variables on the dependent variable, which is performance. The outcome of the F-test can be viewed in Table 16

Table 16 F-Test Results

ANOVA ^b						
Model		SumofSquares	df	MeanSquare	F	Sig.
1	Regression	1222.206	1	1222.206	44.365	.000 ^a
	Residual	4297.649	156	27.549		
	Total	5519.854	157			

a. Predictors: (Constant), Satisfaction

b. Dependent Variable: Performance

The results of the ANOVA test, or F-test, show that the value of F-count is 44.365, with a significance level of 0.000, which is significantly less than 0.05. This indicates that job satisfaction (X2) has an influence on performance (Y2). The strength of the correlation between job satisfaction and performance can be determined by examining the information provided in Table 17.

Table 17. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.471 ^a	.221	.216	5.249

Table 17 presents that the Adjusted R Square value is 0.216, indicating that only 21.6% of the effect on performance can be explained by the independent variable, which is job satisfaction. The other 78.4% of the impact is caused by other factors that have not been included in the current model.

The figure below presents the outcomes of testing the direct and indirect effects of the fourth hypothesis.



Figure 2. Direct and Indirect Effect Test Results

The direct influence of work stress on performance is more significant, with a value of 0.367, compared to the indirect effect of work stress on performance through job satisfaction, which is 0.061 (computed by multiplying 0.144 by 0.426). Therefore, it can be inferred that job satisfaction does not function as a mediator that clarifies the connection between work stress and performance.

Discussion

The research model supposes that job satisfaction serves as an intervening variable that mediates the relationship between the independent and dependent variables. According to the findings, the majority of respondents reported that job stress was moderate, making up 25.32% of the sample. Concerning job satisfaction among nurses, most of the responses were in the less favorable category, representing 29.11% of the sample. As for the nurses' performance variable, the majority of respondents' answers were in the good category, comprising 41.77% of the sample

The Influence of Job Stress on Job Satisfaction

The outcomes of a simple regression analysis indicate that job stress (X1) has a coefficient of 0.144 and a significance level of 0.008, which implies that job stress influences job satisfaction since the probability of 0.008 is less than 0.05. Moreover, the research reveals that job stress, evaluated via various factors including organizational, extra-organizational, group, and individual stressors, has a notable and affirmative effect on job satisfaction.

The results of this study indicate that if job stress increases, it can also lead to an increase in nurse job satisfaction. Stressors are the causes of job stress that can come from oneself (individual), colleagues (group), within the institution (organization), or from outside the institution. Nurses are professional workers who have received special education and training for about 3-5 years. With the theories they have learned and the technical skills they have acquired, they are certainly ready to work with all the risks and responsibilities that come with their duties. Therefore, in daily work activities, despite the many pressures from patients, patient families, visitors, doctors, or superiors that can lead to stress[24], they can still work well in the sense of following standard operating procedures. Job stress enables a person to actively confront or avoid problems. Because a nurse has been educated and trained in their job, job stress is considered a challenge that must be faced by the nurse. If they successfully face the challenges in their work, it will certainly result in their own satisfaction.[25]

The findings of this study contradict the conclusions of [26] prior research on the impact of job stress on job satisfaction and employee performance, which established that job stress had an unfavorable and significant impact on job satisfaction.[27]

The Direct Influence of Work Stress on Performance

According to the partial test (t-test) results, the coefficient of the job stress variable (X1) has a significant effect on performance, with a coefficient value of 0.367 and a significance level of 0.000, indicating that job stress has a positive impact on performance. The study suggests that job stress, which can be caused by organizational stressors, extra-organizational stressors, group stressors, and individual stressors, is a crucial factor influencing performance.

This research shows that if job stress increases, it can also increase the performance of nurses. Nurses are professionals who have received special education and training for 3-5 years. With the theories they have learned and the technical skills they have acquired, they are ready to work with all the risks and responsibilities that come with their job. Therefore, in their daily work activities, even under pressure from patients, patient families, visitors, doctors, or superiors that may cause stress, they can still work well according to the standard operating procedures of the hospital

Work stress enables educated and trained individuals to proactively confront problems[28]. With knowledge, competence, and expertise, a nurse will face all the risks involved in their job. Additionally, the majority of nurses (71.5%) are aged between 20-29 years old and are considered young. Individuals under the age of 30 usually like to try new things and are more fond of challenges than those over the age of 30. Therefore, the presence of work stress, which is considered a challenge for young nurses, can lead to an increase in work results (performance), meaning that the nurses' performance is improving. This study's findings contradict the previous study conducted by [29] that concluded that work stress had a significant negative effect on employee performance

Direct influence of Job Satisfaction on Performance

Based on the results of linear regression analysis, the coefficient of job satisfaction (Y1) was found to be 0.426 with a significance of 0.000. Since the probability is less than 0.05, job satisfaction has a significant positive effect on performance. This research has shown that if employees feel job satisfaction, as indicated by salary, promotion, colleagues, and supervisors that meet their

expectations, it can improve their performance. An employee will be satisfied if the aspects that support their work are fulfilled, such as pay/salary, career development opportunities, relationships with colleagues, job type, organizational structure of work, and supervision quality.

Hence, if nurses receive support in terms of salary, promotion, colleagues, and supervisors, it can enhance their performance, and job satisfaction can have a favorable impact on it. This study backs the findings of [30] previous research on the effect of conflict, job stress, and job satisfaction on employee performance, which suggested that job satisfaction has a partially beneficial influence on employee performance

Indirect Influence of Job Stress on Performance through Job Satisfaction

The path analysis outcomes showed that job stress had a coefficient of 0.144 in its effect on job satisfaction, and its direct impact on performance was 0.327. The influence of job satisfaction on performance was found to be 0.426. The direct impact of job stress on performance was greater than its indirect impact on performance through job satisfaction, which was calculated as 0.061 (0.144×0.426). As a result, it can be concluded that job satisfaction does not play a role as an intermediary variable.

This can be explained by the fact that the job satisfaction studied through indicators such as salary, promotion, colleagues, and supervisors is not an intervening variable and is categorized as low. The low level of job satisfaction among employees indicates that nurses are not satisfied with their work because their expectations in terms of salary, promotion, colleagues, and supervisors have not been met, which could affect their performance negatively. The failure to meet job satisfaction through salary, promotion, colleagues, and supervisors, which are indicators of job satisfaction, can lead to a decline in employee performance

The results of this study contrast with the findings of [31] investigation on the effects of job stress and work-family conflict on employee performance mediated by job satisfaction (performed at Indonesia). Siswanto's research reported a substantial and adverse impact of job stress on both job satisfaction and employee performance. Nonetheless, this current study did not corroborate these prior results.

The research findings have several implications, including: (1) Organizations should pay attention to job stress: The research indicates that job stress has a positive impact on job performance. Therefore, organizations should prioritize reducing job stressors for employees to improve their overall job performance. (2) Job satisfaction plays a crucial role: The research shows that job satisfaction does not mediate the relationship between job stress and job performance. Although not increasing influence, job satisfaction should be pursued for employees as a way to reduce the negative effects of job stress on job performance. (3) Employee well-being is important: High job stress can lead to negative outcomes for employee well-being and job performance. Therefore, organizations should prioritize employee well-being to prevent burnout, stress-related illnesses, and other negative outcomes. (4) Training and development: The research suggests that training and development programs can help employees cope with job stress and improve job performance. Therefore, organizations should invest in training and development programs to equip employees with the necessary skills to manage job stress effectively.

Conclusion

After analyzing the research results and having a discussion, we can draw the following conclusions: (1) The hypothesis that job stress has a positive and significant impact on job satisfaction. (2) The second research hypothesis, which asserts that job satisfaction has a significant positive effect on performance, is confirmed. (3) The third research hypothesis, which suggests that job stress has a significant positive effect on performance, is not supported by the findings. (4) The results suggest that job satisfaction does not serve as a mediator in the relationship between job stress and performance

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Conflict of Interest

All authors state that there is no conflict of interest in the publication of the results of this study

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