

The influence of job stress, job demands, and motivation on job satisfaction of Bantul Community Health Center Employees II

Yunita Dewi^{1*}, R. Drajat Armono^{1,2}, Fatia Fatimah¹

¹Universitas Terbuka, Indonesia

²Universitas Islam Indonesia, Indonesia

^{*} Korespondensi (e-mail: fernita.dewi@gmail.com)

Abstract

This study aims to determine how Bantul II Community Health Center employees' motivation, job demands, and work stress affect their job satisfaction. This study is conducted using a quantitative method. The study involves verification research, which tests current hypotheses to support or contradict earlier findings. This research was attended by 45 respondents from the Bantul II Community Health Center, which used a total sample method. A Likert scale questionnaire served as the study instrument, and multiple linear regression analysis was employed to analyze the data. The impact of work-related stress on Bantul II Community Health Center employees' job satisfaction is unfavorable and substantial. The work obligations placed on Bantul II Community Health Center personnel favorably and considerably impact their job happiness. Bantul II Community Health Center employees report higher levels of work satisfaction when they are motivated. The factors that concurrently impact the job happiness of Bantul II Community Health Center personnel are work stress, job demands, and motivation.

Keywords: Work stress, Job demands, Motivation, Job satisfaction

Abstrak

Penelitian ini bertujuan untuk menentukan bagaimana motivasi, tuntutan pekerjaan, dan stres kerja karyawan Puskesmas Bantul II mempengaruhi kepuasan kerja mereka. Penelitian ini bersifat kuantitatif. Sesuai dengan tujuannya, penelitian ini melibatkan penelitian verifikasi, yang menguji hipotesis yang ada untuk mendukung atau menentang temuan sebelumnya. Penelitian ini dihadiri oleh 45 responden dari Puskesmas Bantul II, yang menggunakan metode total sampel. Kuesioner skala Likert digunakan sebagai instrumen penelitian, dan analisis regresi linier berganda digunakan untuk menganalisis data. Dampak stres kerja terhadap kepuasan kerja karyawan Puskesmas Bantul II adalah tidak menguntungkan dan signifikan. Tuntutan pekerjaan yang diberikan kepada karyawan Puskesmas Bantul II berdampak positif dan signifikan terhadap kepuasan kerja mereka. Karyawan Puskesmas Bantul II melaporkan tingkat kepuasan kerja yang lebih tinggi ketika mereka termotivasi. Faktor-faktor yang secara bersamaan mempengaruhi kepuasan kerja karyawan Puskesmas Bantul II adalah stres kerja, tuntutan pekerjaan, dan motivasi.

Kata kunci: Stres kerja, Tuntutan pekerjaan, Motivasi, Kepuasan kerja

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1. Introduction

Job satisfaction is an organization's achievement in maintaining its work's emotional stability. It is one of the indicators that the human resources management has been running as planned (Sutrisno et al., 2022). However, Organizational leaders often do



not pay enough attention to this matter. They tend to prioritize other things. A company has various factors that help it thrive and succeed, such as marketing, operations, and public relations. However, in a way, human resources management is often sidelined due to various reasons, such as the company's belief that job satisfaction is somehow a natural thing that does not need a severe maintenance process.

Organizations or companies tend to focus on community services, such as community health centers, since they believe consumers are more significant in the company's survival. This principle of managing a company or any organization is not merely wrong, but it is losing the point that internal development is equally important. Bringing the best in the organization is almost impossible without involving the staff inside. If the staff are unhappy, the external parties will surely realize it. Therefore, there is an urgency to evaluate employee job satisfaction. Community health centers more often look at community satisfaction with their services rather than employee job satisfaction. Assessing job satisfaction is essential to maintaining human resources in a company, especially today.

Good communication is needed to manage work stress among employees so that their mental and physical health is comfortable. Stress is a growing problem and requires attention in the workspace. (Putri et al., 2023). If not handled properly, stress can trigger mental and physical problems. A person will experience stress if they are unable to recognize their limitations. Stress begins with feelings of irritation, anxiety, and guilt caused by the inability. These factors make it difficult for employees to perform and focus at work, causing tension and ultimately reducing job satisfaction.

Dissatisfaction at work is associated with greater levels of job stress among employees. (Ge et al., 2021). Determinants of job satisfaction include the job itself, the employee's age, income earned, career development, wages, and benefits received by the employee. *Job demands* or job demands can also influence job satisfaction. The most frequently encountered determinant of job satisfaction is the workplace because, in the workplace, there are social relationships with co-workers who can provide support in creating job satisfaction.

According to O'Neill and Davis (2011), employees may experience being overworked due to the stress of their jobs. Workloads, work schedules, the workplace itself, and the high stress an employee experiences due to their obligations and workload are all considered job demands. Another factor in job satisfaction is motivation. Motivation is an individual's capacity to exert more effort to meet organizational demands. (Wulan et al., 2018). Breugh (2021) They emphasized that motivation can potentially increase work happiness. Positive psychological support will produce positive behavior and tenacity in overcoming organizational problems. Employees will continue to work effectively despite pressure.

Previous studies have examined the influence of job demands, motivation, and workplace stress on job satisfaction. According to Ristianti et al. (2020), job satisfaction and work stress variables have a prominent correlation. Moreover, research by Irawanto et al. (2021) concludes that work-related stress directly and indirectly

influences job satisfaction. Subsequent research conducted by Hosseinabadi et al. (2018) concluded that work demands considerably affect job satisfaction. In addition, Homberg et al. (2015) research shows that job demands and job satisfaction are significantly correlated.

The object of this research is the Bantul II Community Health Center located in Geblag, Bantul, Bantul Special Region of Yogyakarta, and is a research location. The Bantul District Health Service oversees Puskesmas II, the technical health implementation unit. Human resources (HR) are available at the Community Health Center to support community and individual health initiatives. Based on researchers' observations of all employees at the Bantul II Community Health Center in November 2021, several things were found that indicated employee job satisfaction was still low and, therefore, still needed to be improved. This can be seen from the large amount of work during the pandemic, lack of career development, not efficiently managing schedules, etc.

Table 1. Results of the Researcher's Initial Observations

No.	Phenomenon	Information
1.	During the COVID-19 pandemic, non-health agencies were allowed to work from home, while the Bantul II Community Health Center, as a health agency, worked more from the office.	Work is closely related to promotive, preventive, curative, and rehabilitative initiatives related to patient health.
2.	Employees report that they cannot have freedom in organizing work.	The schedule during the pandemic follows activity needs, such as the COVID-19 vaccination schedule and monitoring of COVID-19 patients, which can take longer than working hours.
3.	Workers complain that the workload is so heavy that it drains their minds and energy.	Work outside the primary duties and functions includes monitoring and tracing close contacts of COVID-19 patients, monitoring patients during isolation, and providing additional polyclinics, namely a swab polyclinic and a cough polyclinic.
4.	Employees stated that the workload during the COVID-19 pandemic had a mental impact.	Employees often get speed calls or work that needs to be completed suddenly.
5.	Employees report having a large workload in a short time.	Employees are required to do work more quickly according to their primary duties and functions and additional work quickly, especially if there are sudden instructions.
6.	Employees report not having many broad opportunities to develop their careers.	Employees work with their educational level since applying for a job.

No.	Phenomenon	Information
7.	Employees report that the salaries and additional income each receives differ.	Apart from the basic salary, employees receive additional income whose amount is different from others.
8.	Employees report that they can work more than 8 hours a day.	Working outside working hours, such as patient consultations via WhatsApp, monitoring self-isolated patients, and recording and reporting, takes quite a lot of time outside working hours.

Source: Primary Data processed by Researchers in 2022

This research stands out from other studies because it focuses explicitly on the impact of job satisfaction on medical staff. Medical staff work under considerable pressure and face a high risk of making mistakes. The significant responsibility and complex job demands they encounter often place them in highly stressful situations, which can affect their overall performance and well-being.

The medical profession demands accuracy and timely decision-making, as even minor errors can have severe consequences. Therefore, medical staff must have high job satisfaction to maintain optimal performance and reduce the risk of mistakes. Reasonable job satisfaction also enhances their mental and physical health, positively impacting the quality of medical services provided to patients. (Jauhani & Pratiwi, 2022; Yulianty et al., 2023).

Furthermore, solid and empathetic leadership is essential in a medical work environment. Leaders who understand medical staff's pressures and provide the necessary support can help create a more harmonious and productive work environment. Good leadership motivates staff to work more effectively and fosters a sense of trust and close collaboration among team members.

This research aims to address the daily challenges faced by medical staff. By evaluating how factors such as motivation, job demands, and work stress influence job satisfaction, this study hopes to provide new insights into ways to improve the well-being and performance of medical staff. The findings of this research are expected to help leaders in medical organizations design more effective strategies to support their staff, thereby creating a better work environment and enhancing the overall quality of healthcare services.

In summary, this study contributes to the scientific understanding of job satisfaction dynamics among medical staff and offers practical recommendations for improving their well-being and performance. This is crucial to ensure that medical professionals can work optimally and provide the best possible care to the community. This research aims to ascertain the partial and simultaneous influence of job stress, job demands, and motivational factors on employee job satisfaction.

2. Literature Review

Work Stress

Work stress is a state of tension caused by personal responses that impact the individual's emotions, bodily functions, and cognitive abilities (Abu Hasan et al., 2021;

Pan & Tian, 2020). When a person experiences physical and psychological tension that hurts emotions, cognitive function, and overall health due to their work environment, it is called work stress. If the stress experienced by a person is also related to the company where he works, then he can be said to be experiencing stress due to work (Brief & George, 2020; Kumar et al., 2021). Conditions created for oneself or created by others may cause work stress. Stress may impair employees' physical and psychological well-being. On the other hand, problems within the company may impact work stress.

Based on the definition above, there may be a conflict of interest due to employee duties, role demands, and personal demands during the COVID-19 pandemic. While some of these disputes can be controlled, others cannot be avoided. Then, this is what we call stress. Low to moderate stress can motivate workers to increase their output, achievement, and performance. On the other hand, excessive stress causes disruption, leading to decreased productivity.

Work stress comes from work expectations. When workers are demanded to work hard and fast, the expectation is unrealistic since they do not have enough time to complete tasks. Companies' expectations can pressure workers, causing signs of stress and overwork. Expectations at work include several aspects such as workload, work schedule, and surrounding environment, as well as increased stress levels employees face due to their obligations and duties. In the long term, work stress will impact work motivation.

Motivation

Motivation is a person's capacity or desire to exert significant effort in achieving organizational goals that depend on meeting needs. To fulfill a need or goal, as evidenced by actions related to one's work. Consequently, motivational components include needs, organizational goals, and effort. According to various research by Hayes et al (2021) Motivation refers to initiating, directing, and maintaining goal-oriented behavior. Abraham Maslow's Need Hierarchy Theory states that basic human needs include the drive for self-actualization, love and admiration, a sense of security, and basic bodily needs.

Job satisfaction is a person's attitude or sentiment regarding how satisfied or dissatisfied they are with their job and how their job can meet their demands. Equity Theory argues that an individual's satisfaction or dissatisfaction depends on justice in a particular environment, especially in the workplace. This idea states that the four basic principles of justice theory are input, outcome, justice, and injustice. Employee input, such as education, experience, abilities, the volume of work carried out, and tools or equipment needed to carry it out, are crucial things that must be considered to help with their duties. The result is everything employees value and receive as compensation for their hard work, such as salary or allowances, benefits, status, symbols, recognition, and opportunities for advancement or self-actualization.

3. Research Method

This research uses quantitative techniques that examine correlations between variables to evaluate specific ideas. In this case, the influence of work needs, motivation, job satisfaction, and stress are autonomous (free) factors, namely motivation, *job demands*, and stress at work. Job satisfaction is the dependent variable (dependent variable). This research is classified as verification based on its purpose, which includes testing current hypotheses to see whether they support or contradict previous findings.

The research was conducted at the Bantul II Community Health Center in Bantul District, Bantul Regency, Yogyakarta Special Region Province, in December 2022 by giving questionnaires to respondents, namely Bantul II Community Health Center officers. All Bantul II Community Health Center staff were the target group for the research. At the Bantul II Community Health Center, forty-five employees are a known or limited population. (Aritonang, 2019).

According to Lestari (2020), a portion or representative of the population studied forms the sample. Twenty-five Bantul II Community Health Center workers were sampled in this research. Information and data for this research approach will come from primary data.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Note: Y job satisfaction, X1 work stress, X2 job demands, X3 motivation, β regression coefficient, α constant, and e error term

4. Result and Discussion

4.1. Result

Multicollinearity Test

Table 2. Multicollinearity Test Results

No.	Independent Variable	Tolerance	VIF
1	Job Stress (X1)	0.893	1,120
2	<i>Job Demands</i> (X2)	0.802	1,247
3	Motivation (X3)	0.727	1,376

Table 2 The multicollinearity test results indicate low multicollinearity among the independent variables. This is evident from the tolerance values, which range from 0.727 to 0.893, and the variance inflation factor (VIF) values, which range from 1.120 to 1.376. Generally, tolerance values above 0.1 and VIF values below ten are considered acceptable, indicating that the independent variables do not exhibit strong correlations. Therefore, it can be concluded that multicollinearity is not a significant issue in this regression analysis, and the coefficients estimated for each independent variable are likely to be reliable.

Heteroscedasticity Test

The findings of the heteroscedasticity test are used to see whether the residual variance of the regression model for different observations is uneven.

Heteroskedasticity cannot be detected in a well-fitting regression model, as seen in the following scatterplot graph.

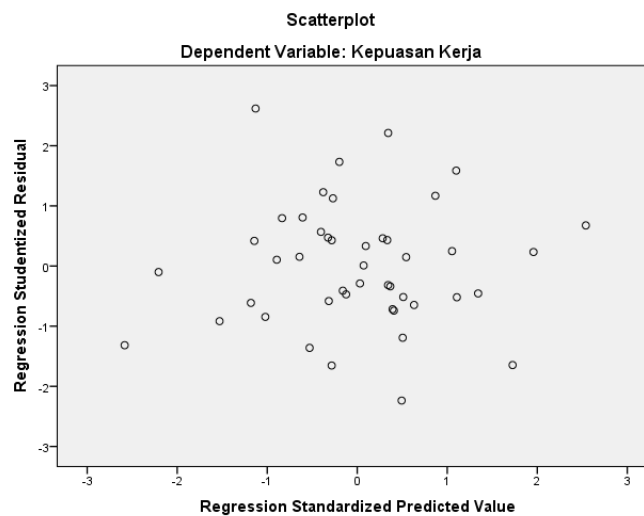


Figure 1 Heteroscedasticity Test Results

Figure 2 of the Scatterplot graph shows that the points are distributed erratically above and below the number 0 on the Y-axis. Thus, the regression does not show heteroscedasticity.

Normality test

The data normality test aims to see whether there are both dependent and independent variables and whether a regression model has a normal distribution. The data distribution must be regular or very close to normal for the regression model to be successful. Standard PP Regression Plots can be used to determine whether the data is normal. Standardize Residual Graphs by examining the distribution of data (points) on the diagonal axis of the graph.

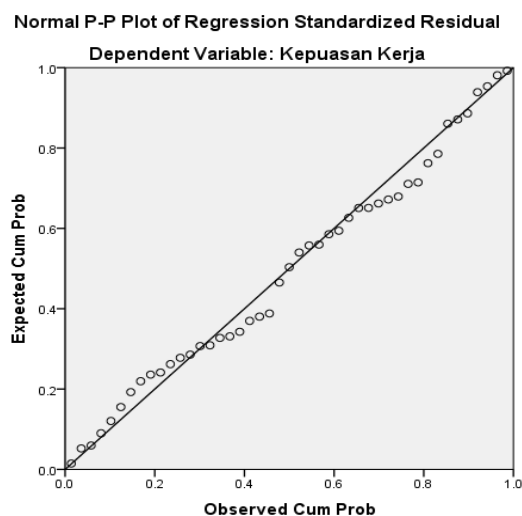


Figure 2 Normality Test Results

In Figure 2, you can observe that the dots are scattered around the diagonal line and follow its direction. The regression model can meet the normality assumption. As

a result, the residual values are normally distributed, or the normal assumption test of multiple linear regression analysis has been fulfilled.

Multiple Linear Regression Analysis

Table 3. Partial Regression Analysis Results

No	Model	Coefficients	t stat	Sig
1	<i>Constant</i>	22.442	4.977	0.000
2	<i>Job Stress</i>	-0.202	-2.685	0010
3	<i>Job Demand</i>	0.179	2.929	0.006
4	<i>Motivation</i>	0.334	3.575	0.001

The model constant (α) is 22.442 in Table 3. The regression coefficients for the work stress variable (β_1), job demands variable (β_2), motivation variable (β_3), and *job demands variable* (β_1) are -0.202, 0.179, and 0.334. So, the regression equation is

$$Y = 22.442 - 0.202X_1 + 0.179X_2 + 0.334X_3$$

The constant of 22.442 in the regression model indicates that job satisfaction (Y) is predicted to be 22.442 when job stress (X1), job demands (X2), and motivation (X3) are all zero. The regression coefficients show that job satisfaction decreases by 0.202 for each unit increase in job stress (X1), indicating a negative correlation. Conversely, there is a positive correlation for job demands (X2), as job satisfaction increases by 0.179 for each unit increase in job demands. Similarly, for motivation (X3), there is a positive correlation, with job satisfaction predicted to increase by 0.334 for each unit increase in motivation. Regression analysis helps assess assumptions, with the F-test used for simultaneous hypothesis testing and the t-test for partial hypothesis testing.

Partial Influence Test (t-Test)

The t-statistical test assesses the contribution of each independent variable to explaining variations in the dependent variable. For the work stress variable, the calculated t-value of -0.2685 at a significance level of 0.010 is compared to the t-table value of 1.679 at a significance level of 0.05. Since the calculated t-value is smaller than the t-table value and the significance is less than 0.05, it indicates that work stress significantly influences job satisfaction at the Bantul II Community Health Center, thus accepting the alternative hypothesis (H_a) and rejecting the null hypothesis (H_0).

Similarly, for the job demands variable, the calculated t-value of 2.929 with a significance level of 0.006 is compared to the t-table value of 1.679 at a significance level of 0.05. The calculated t-value exceeds the t-table value, and the significance is less than 0.05, indicating that job demands significantly influence job satisfaction, thus accepting H_a and rejecting H_0 .

Furthermore, for the motivation variable, the calculated t-value of 3.575 at a significance level of 0.001 is compared to the t-table value of 1.679 at a significance level of 0.05. Once again, the calculated t-value surpasses the t-table value, and the significance is less than 0.05, indicating that motivation significantly influences job satisfaction, albeit to a lesser extent. Hence, H_a is accepted, and H_0 is rejected, demonstrating that the job satisfaction of Bantul II Community Health Center employees is significantly influenced by work motivation.

Accuracy Model Test

To better understand a model's accuracy and test the significance of the difference between two models, you can use statistical tests such as the R-squared (R^2) and F-test. Here is an explanation of these concepts and how they are applied:

- R-squared is a statistical measure of how close the data are to the fitted regression line. It is also known as the coefficient of determination. R^2 represents the proportion of the variance in the dependent variable that is predictable from the independent variable(s).
- The F-test is used to determine if there are significant differences between the means of different groups and is commonly used in the context of regression analysis to compare the fits of different models.

Table 4. Correlation Coefficient Test Results

No	R	R square
1	0.767	0.588

Based on Table 4, the R-value is 0.767, which indicates that the correlation is in the coefficient interval of 0.60-0.799. This shows a significant or close relationship between work stress, *job demands*, motivation, and employee job satisfaction.

Regression determination analysis can determine the magnitude of the contribution of the independent variable's influence on the dependent variable. The extent to which the variance of the dependent variable can be explained by the independent variation included in the model is indicated by the coefficient of determination. The R^2 score, around 58.80%, is based on Table 5. The test results show that 58.80% of Bantul II Community Health Center employees feel satisfied due to work stress, *job demands*, and motivation. Factors not included in this research model contributed to or impacted 41.20%. Job stress, *job demands*, and motivation variables can be used to explain job satisfaction variables.

Table 4. Results of Simultaneous Regression Analysis

No	Model	F value	Sig
1	Regression	19,508	0,000

Table 4 displays the calculated F value of 19.508 at a significance level 0.000. The F table value of this research at the 0.05 significance level is 2.833. Statistics show that motivation, *job demands*, and stress significantly affect worker satisfaction at the Bantul II Community Health Center. Considering that the significance is less than 0.05 and the calculated F value is greater than the F table, H_a is accepted, and H_0 is rejected.

4.2 Discussion

Effect of Job Stress on Job Satisfaction

An organization's ability to manage its human resources is essential to its success. Likewise, in government agencies such as community health centers, employees can experience stress at work if they do not receive special attention. If this high work intensity continues for a very long period, employees will be physically, emotionally, and mentally exhausted. From the results of hypothesis testing, it was found that the

job satisfaction of Bantul II Community Health Center employees was significantly influenced by work stress.

Solanki and Mandaviya (2021) Confirm that women are more stressed at work than men. When handling stress at work, men are more adaptive than women. Men's health problems are more closely related to work-related stress than women's problems. In contrast, women's problems are more closely related to weak career security as a result of family commitments. The findings of this study support the statement. Hosseinabadi et al (2018) Found a strong correlation between job satisfaction and stress. Increased job satisfaction increases in proportion to the level of work stress.

A negative coefficient indicates that job stress and job satisfaction are negatively correlated. Considering that the level of work stress largely determines an employee's level of job satisfaction, the higher the stress, the lower the job satisfaction. Employees will find it easier to do their daily work if they do not experience much stress. Leaders can assess each employee's work and workload to ensure no tensions could lead to work stress and relieve them.

The Effect of Job Demands on Job Satisfaction

The findings of this study support the research. Scanlan and Still (2020) Discuss the relationship between *job demands* and employee job satisfaction. *Job demands* cause varying levels of fatigue. Employees with higher levels of fatigue can demand more support for their work than employees with low *job demands*. Therefore, the higher *the job demands*, the greater the job satisfaction.

This research supports the research. Krick and Pischel (2022) State that job demands significantly affect job satisfaction. This research explains employees' concern about job demands, which impact their health. Studies show that the presence of staff services will reduce the effects of job demands on tension and health complaints. In high job demands, leadership attention to staff, an essential resource, can increase employee job satisfaction. The benefits of a health-oriented leadership role are needed to manage job demands and employee job satisfaction.

Karanika-Murray and Wood (2017) Confirm that work expectations greatly influence work happiness. Job control is one component of job demands. Flexibility to carry out tasks according to the job description, freedom to work during specified downtime, and freedom to make decisions are examples of job control for employees. The work environment must be considered more because the psychological environment influences job satisfaction and how job views influence job happiness.

The Effect of Motivation on Job Satisfaction

The findings of this study corroborate those of Mafini and Dlodlo (2014), who found a solid and positive relationship between job satisfaction and motivation. The four extrinsic incentives that influence these findings are compensation, teamwork, supervision, and quality of work life. Likewise, Simone et al (2016) Emphasize that job satisfaction and motivation are closely related. Motivation can increase job satisfaction. An employee's level of job satisfaction increases along with motivation.

Motivation is defined as having strength to the extent that that strength continues and leads employees to behave consistently toward achieving organizational goals. (Mohammed, et al., 2020). Motivation is a person's reason for acting. The motive for this research is based on Maslow's motivation theory, which considers biological and psychological needs. According to Maslow's theory, monetary and non-material rewards can fulfill physiological needs. According to Maslow's theory, psychological desires include the desire for safety, which can be achieved through coworkers, a safe work environment, and the availability of infrastructure and facilities that enhance safety.

Simultaneous Influence of Job Stress, Job Demands, and Motivation on Job Satisfaction

The study results align with the research findings of Mohammed et al (2020), which shows the relationship between high-stress levels and poor health through work-related motivation, work-related satisfaction, and stress levels. The results of this research provide recommendations for a stress relief program through health fairs and health club memberships, stress management workshops, and reviewing job descriptions to eliminate work-related demands. Changes in managerial style that align with employee culture, re-evaluation of organizational structures, and increased communication between workplace management and employees can also be made to manage human resources.

The high level of discipline of officers who attend morning roll calls every day at 07.30 WIB before providing patient care shows a simultaneous influence between work stress, job demands, and motivation on the satisfaction of Bantul II Community Health Center employees regarding observations made in the field. This morning meeting is crucial because that is when the head of the Community Health Center and the head of administration provide information, guidance, and inspiration to all staff. Additionally, leaders collaborate to discuss performance targets and make recommendations to help the Community Health Center achieve its goals. Besides, every Bantul II Community Health Center employee complies with the guidelines of SOP (Standard Operating Procedure).

Job satisfaction will be evident when all workers have equal opportunities to advance their careers through training that enhances their skills and abilities. Apart from that, there is high respect for superiors and subordinates and harmony between personnel. At Bantul II Community Health Center, increased worker satisfaction is due to a neat, safe, and friendly work environment. The high motivation of Bantul II Community Health Center employees is partly due to BPJS Health services; however, meeting performance goals also increases motivation and job satisfaction

5. Conclusion

Based on the research findings and discussion, several conclusions can be drawn. The job satisfaction of employees at the Bantul II Community Health Center is significantly negatively influenced by work stress. This indicates that higher levels of work stress correlate with lower levels of job satisfaction among employees. On the

other hand, job demands positively and significantly affect job satisfaction levels, suggesting that employees who perceive their job demands as manageable and fulfilling experience higher job satisfaction. Additionally, motivation positively and significantly impacts job satisfaction, highlighting the importance of maintaining high employee motivation levels.

Job stress, expectations, and motivation significantly influence job satisfaction among Bantul II Community Health Center employees. This underscores the multifaceted nature of job satisfaction, where various factors interplay to determine employees' overall contentment in their roles.

Several recommendations are proposed to address these findings. Enhancing employee capacity through counseling and outdoor activities is essential to prevent work stress and provide refreshment, particularly for female employees. Conducting a job analysis (Panjab) is necessary to evaluate workloads and ensure that job demands are appropriate and not overwhelming. Additionally, leadership should focus on boosting employee motivation, recognizing that motivated employees are crucial to the success of the center's services.

Future research should delve into additional variables that might influence job satisfaction. This study did not examine variables such as leadership style, performance, burnout, and work remuneration, which warrants further investigation. By exploring these factors, researchers can gain a more comprehensive understanding of job satisfaction determinants and develop targeted strategies to enhance employee well-being and performance.

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