

The Effect of Job Stress and Motivation on Employee Performance through Job Satisfaction as an Intervening Variable in Lakeview Hotels & Restaurants in Kintamani Tourism Village

Ni Wayan Eka Putri^{*}, Ni Wayan Sitiari¹, I. B Agung Darmanegara¹ and D A Gladysia Sistadanta KDS²

¹Magister of Management, Universitas Warmadewa, Denpasar, Bali-Indonesia

²Universitas Mahasaraswati, Denpasar, Bali-Indonesia

Abstract: *This research aims to analysis the effect of job stress and motivation on employee performance through job satisfaction as an intervening variable in lakeview hotels & restaurants in Kintamani tourism village. This research was conducted at LakeView Hotel & Restaurant in the Tourism Village of Kintamani. Employee performance is a very important thing in the company's efforts to achieve its goals. Creating good employee performance is not easy because employee performance can be created if the variables that can influence it can be well accommodated and accepted by all employees in an organization or company. In this study employee performance is influenced by job satisfaction, job stress and motivation work. Respondents of this study were 79 LakeView Hotel & Restaurant employees in the Tourism Village of Kintamani. Data analysis was performed using PLS (partial least square). The results of the analysis of this study indicate that: (1) job stress has a negative and significant effect on employee performance, (2) work stress has a negative and significant effect on job satisfaction, (3) work motivation has a positive and significant effect on job satisfaction, (4) work motivation has a positive and significant effect on employee performance, (5) job satisfaction has a positive and significant effect on employee performance.*

Keywords: *job stress; motivation; job satisfaction; employee performance*

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*Corresponding Author's e-mail: diahekaputriro@yahoo.com

I. Introduction

Human resources are important assets because humans are dynamic resources and are always needed in every process of producing goods and services. Companies need to view employees as individuals who have needs or recognition, appreciation and not as a tool for achieving company goals (Fadhilah, 2014). In an effort to achieve goals, companies are sometimes hampered by obstacles that interfere with the effectiveness and efficiency of workers at work for that the company must consider a good relationship between employees and superiors and the relationship between employees and superiors and the relationship between employees and fellow employees in order to create high job satisfaction.

In general the employee performance appraisal system is still used as an instrument to control employee behavior, make decisions relating to salary increases, bonuses, promotions, and placing employees in appropriate positions and to know the training and development needs of the employees concerned. Such understanding is unhealthy when seen as a unilateral and secretive implementation. Performance appraisals should not only evaluate employee performance, but develop and motivate employees.

Employee job satisfaction is seen in the employee's positive attitude towards his work in everything that is encountered in his work environment, otherwise employees are not satisfied by the dimensions related to the work. It seems that they have a negative attitude that reflects their lack of commitment to the company such as frequent losses, low productivity, high levels of damage, employee movement, anxiety, and demands that end in a strike.

Job stress is a condition of tension that affects emotions, thought processes and a person's condition. This work stress does not appear from symptoms, including unstable emotions, feelings of displeasure, solitude, difficulty sleeping, excessive smoking, unable to relax, anxiety, tension, nervousness, increased blood pressure and digestive disorders (Mangkunegara, 2009). It can be ascertained that every employee has experienced work stress, it's just that the stress levels experienced by employees are different from one another, the longer and the higher the level of work stress of an employee then this will bring employees to the conditions of suffering from chronic fatigue, boredom, depression and withdrawal yourself from work.

Motivation is a way of satisfying how to satisfy by meeting the needs of an employee, meaning that when a person's needs are met by certain factors, that person will direct the best efforts to achieve organizational goals (Robbins, 2001). In the theory of Herzberg on (Tan & Waheed, 2011) motivation is divided into two factors including the motivator or what is often called intrinsic motivation and hygiene factors or often referred to as intrinsic motivation which is separated into two dimensions, where each dimension influences one separate aspect of job satisfaction. LakeView Hotel & Restaurant Kintamani Tourism Village is a company engaged in the field of tourism services. LakeView Hotel & Restaurant is located on

Jl. Raya Penelokan, Kintamani, Bangli, Bali. LakeView Hotel & Restaurant until now still exists and even always develops every year, even though there are many competitors in similar companies in the area. LakeView Hotel & Restaurant which was established in 1996 where LakeView Hotel & Restaurant is a family company that is now held by the third generation, LakeView Hotel & Restaurant has 79 employees.

Based on the results of an in-depth interview with key Informant Putu Amy as manager on November 24, 2019 at the LakeView Hotel & Restaurant office. Issues related to work stress are related to company concessions that are very old and do not receive attention so that there are frequent guest complaints with employees and also because this company has been held by the third generation of grandchildren of the main owner so that each year rotates to take office, it causes employees confusion because every change of ornery employees must respond to different regulations each year, so that it can make employees stressed. Companies tend to use family management, and the most important thing is that employees' needs are not fully fulfilled, which means that salaries and benefits that are not provided by the company are still far from government regulations. Related to work motivation is that management tends not to provide opportunities or opportunities for old and new employees to be held such as regeneration or career path, management does not pay attention to employees, especially those who have good performance such as giving rewards. While issues related to job satisfaction are the average employees dissatisfied because everything expected or desired both in terms of salary, service charge, benefits is very improper such as salaries not in accordance with district wage standards, frequent salary delays, guarantees BPJS health and occupational accidents are absent.

Based on the phenomenon of the gap research results of previous studies, it is necessary to examine how the influence of work stress and motivation on job satisfaction and employee performance as an intervening variable in LakeView Hotel & Restaurant in the Tourism Village of Kintamani.

II. Concept and Hypotheses

Employee Performance

Employee performance is in accordance with the actions or activities displayed by someone in carrying out certain activities that are their job (Darodjat, 2015). Performance is a real behavior that is displayed every person as a work achievement produced by employees in accordance with their role in the company (Rivai & Sagala, 2011). Performance is the achievement or achievement of a person is pleased with the tasks assigned to him (Marwansyah, 2014). Employee performance as a result of work produced by employees or actual behavior that is displayed from a number of efforts made on the job according to the definition of its role in the organization. Job satisfaction is defined as the attitude that individuals have about their work, that is the extent to which people feel positive or negative about the

intrinsic / extrinsic aspects of a job (Boles, Madupalli, Rutherford, & Wood, 2007).

Job Stress

Stress has a positive side called eustress which is less well known and is rarely used in everyday language. Eustress or "good stress" refers to the psychological response to a stressor which is interpreted as having positive implications for welfare (Selye, 1983). Distress and eustress represent different constructs and are not at the ends of a continuum ie, lack of stress does not indicate the presence of stress. Positive stress and negative stress cannot be separated exactly (Nelson & Simmons, 2003). They mix together like water and heat. When hot and cold water are filled in the bathtub it will be combined and the temperature is hit by the quality of hot and cold water.

Work Motivation

Work motivation as a condition that encourages individual desires to carry out certain activities to achieve their desires (Sunyoto, 2013). Existing motivation in a person is the power that will manifest a behavior in achieving one's satisfaction goals in a specific type of activity, and the direction is positive by leading to approaching the object to be the goal. Understanding motivation according to (Mitchell, 2006), motivation as a process that also determines the intensity of direction and perseverance of individuals in an effort to achieve goals. Motivation is generally related to efforts towards goals, but the focus in this regard is the organization's goal to reflect asking for dates for work-related behavior.

Conceptual Framework

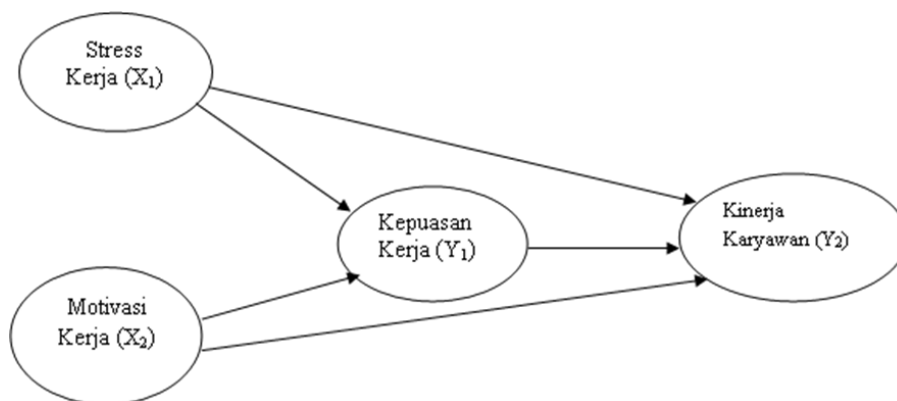


Figure 1. Conceptual Framework

Research Hypothesis

- H1: Job stress has a negative and significant effect on employee performance
- H2: Job stress has a negative and significant effect on job satisfaction.
- H3: Work motivation has a positive and significant effect on job satisfaction.

H4: Work motivation has a positive and significant effect on employee performance

H5: Job satisfaction has a positive and significant effect on employee performance.

III. Method

This research is included in the type of research explained (explanatory research), which explains a relationship between variables through a test (Ghozali, 2005). This type of research was chosen because the purpose of which would include an attempt to explain the influence in which consists of variables examined by collecting data on employees at Lake View Hotel & Restaurant in the Tourism Village of Kintamani and data collection tools used were questionnaires.

Based on the hypothesis that has been stated, in this study is the relationship of variables used, namely stress, motivation, job satisfaction, and performance. Next determine the research instrument based on existing research variables, then determine the sample and data collection methods. The data that has been collected is processed using qualitative analysis. The analysis technique used to analyze data is Partial Least Square (PLS). The analysis results are then interpreted and the final step is concluded and given an explanation.

The population in this study was 79 employees at Lake View Hotel & Restaurant in the Tourism Village of Kintamani. The population in this study consisted of marketing, product fb, service fb, dept personnel, room division, and accounting. The sampling technique in this study is to use a census technique in which all populations are served as samples.

Data as a depiction of the variables studied and serves as a means of proving hypotheses. The validity of the data determines whether or not the quality of the data depends on the instrument used, believing that it meets the principles of validity and profitability.

IV. Result and Discussion

Convergent Validity

Convergent validity is a criterion in measuring the validity of indicators that are reflexive. This evaluation is done by examining the outer loading coefficient of each indicator of its latent variable. An indicator is said to be valid, if the outer loading coefficient is between 0.60 - 0.70, but for analyzes where the theory is unclear, an outer loading 0.50 is recommended (Lathan and Ghozali, 2012: 78), and is significant at an alpha level of 0.05 or t- statistics of 1.96. The outer loading value of each indicator for its latent variable can be seen in Table 1

Table 1. Outer Loading Value Estimation Results Before Model Reconstruction

Indicator<- construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
X ₁₁ <- STRESS	0,42	0,42	0,07	0,07	5,70
X ₁₂ <- STRESS	0,42	0,41	0,07	0,07	6,33
X ₁₃ <- STRESS	0,53	0,53	0,06	0,06	8,47
X ₁₄ <- STRESS	0,56	0,56	0,06	0,06	10,12
X ₁₅ <- STRESS	0,53	0,53	0,05	0,05	10,62
X ₁₆ <- STRESS	0,51	0,50	0,05	0,05	9,32
X ₁₇ <- STRESS	0,51	0,51	0,06	0,06	9,29
X ₂₁ <- MOTIVATION	0,45	0,45	0,05	0,05	9,10
X ₂₂ <- MOTIVATION	0,55	0,54	0,04	0,04	13,57
X ₂₃ <- MOTIVATION	0,52	0,52	0,05	0,05	10,48
Y ₁₁ <- SATISFACTION	0,72	0,72	0,06	0,06	13,02
Y ₁₂ <- SATISFACTION	0,70	0,70	0,06	0,06	12,76
Y ₁₃ <- SATISFACTION	0,72	0,72	0,06	0,06	12,11
Y ₁₄ <- SATISFACTION	0,76	0,75	0,07	0,07	11,46
Y ₁₅ <- SATISFACTION	0,82	0,81	0,06	0,06	13,52
Y ₁₆ <- SATISFACTION	0,86	0,84	0,06	0,06	13,45
Y ₂₁ <- PERFORMANCE	0,60	0,59	0,05	0,05	11,73
Y ₂₂ <- PERFORMANCE	0,65	0,65	0,04	0,04	14,67
Y ₂₃ <- PERFORMANCE	0,71	0,71	0,04	0,04	17,51
Y ₂₄ <- PERFORMANCE	0,65	0,65	0,04	0,04	15,89

Source : Data Processed, 2019

The calculation results regarding the outer loading value in Table 1 shows that not all indicators meet the valid requirements based on the criteria of discriminant validity, namely the outer loading value > 0.50 and statistically significant. Then the model reconstruction is carried out by issuing the invalid indicators, then the next model is made.

Table 2. *Outer Loading* Value Estimation Results After Model Reconstruction

Indicator<-Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
X13 <- STRESS	0,51	0,51	0,07	0,07	7,83
X14 <- STRESS	0,58	0,57	0,05	0,05	10,60
X15 <- STRESS	0,55	0,55	0,05	0,05	11,22
X16 <- STRESS	0,53	0,52	0,05	0,05	9,89
X17 <- STRESS	0,54	0,53	0,06	0,06	9,64
X22 <- MOTIVATION	0,55	0,54	0,05	0,05	12,17
X23 <- MOTIVATION	0,54	0,54	0,05	0,05	10,88
Y11 <- SATISFACTION	0,72	0,72	0,06	0,06	11,98
Y12 <- SATISFACTION	0,70	0,70	0,06	0,06	12,19
Y13 <- SATISFACTION	0,72	0,72	0,06	0,06	11,75
Y14 <- SATISFACTION	0,76	0,76	0,07	0,07	10,84
Y15 <- SATISFACTION	0,82	0,81	0,07	0,07	11,81
Y16 <- SATISFACTION	0,86	0,85	0,07	0,07	12,07
Y21 <- PERFORMANCE	0,60	0,60	0,05	0,05	11,40
Y22 <- PERFORMANCE	0,65	0,65	0,05	0,05	13,78
Y23 <- PERFORMANCE	0,71	0,70	0,04	0,04	15,78
Y24 <- PERFORMANCE	0,65	0,65	0,04	0,04	14,47

The calculation results regarding the outer loading value in Table 2 show that all indicators meet the valid requirements based on the criteria of discriminant validity, namely the outer loading value > 0.50 and statistically significant. These results can be seen in Figure 2 and Figure 3.

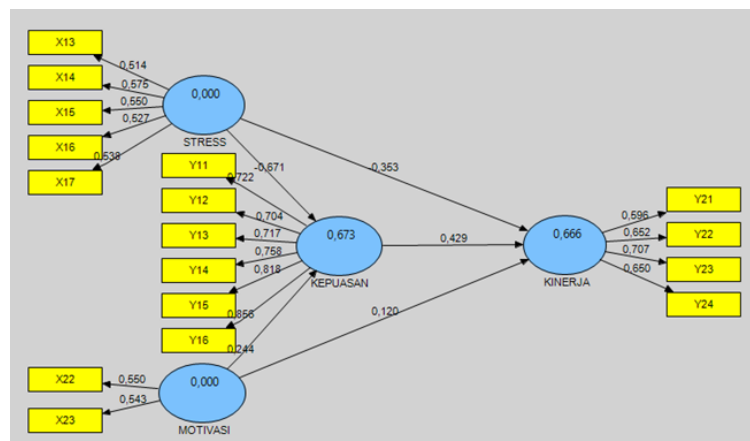


Figure 2. *Outer Loading and Path Analysis* Estimation Result

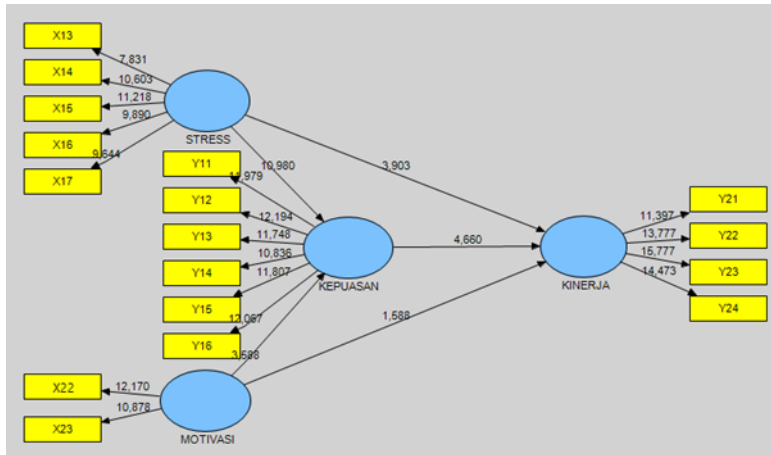


Figure 3. Boothstrapping (Statistic Test)

Table 3. Path Statistical Analysis and Testing

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)	Description
SATISFACTION -> PERFORMANCE	0,43	0,43	0,09	0,09	4,66	Positif Significant
MOTIVATION -> SATISFACTION	0,24	0,24	0,07	0,07	3,59	Positif Significant
MOTIVATION -> PERFORMANCE	0,12	0,11	0,08	0,08	2,59	Positif Significant
STRESS -> SATISFACTION	-0,67	-0,68	0,06	0,06	10,98	Negatif Significant
STRESS -> PERFORMANCE	-0,35	-0,36	0,09	0,09	3,90	Negatif Significant

Source : Data processed 2019

Table 3 Shows that:

Satisfaction has a positive effect of 0.43 on performance, and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96 which is equal to 4.66.

Motivation has a positive effect on satisfaction by 0.24, and the relationship is significant at the 0.05 level with a t value of 3.59.

Positive motivation motivation of 0.12 on performance, and the relationship is not significant at the 0.05 level with a t value of 2.59 smaller than the T-table value of 1.96.

Stress has a negative effect of -0.67 on satisfaction and the relationship is

significant with a T-value of 10.98 greater than the T-value of 1.96.

Stress has a negative effect of -0.35 on performance and is significant with a T-count value of 3.90 greater than the T-tabep value of 1.96.

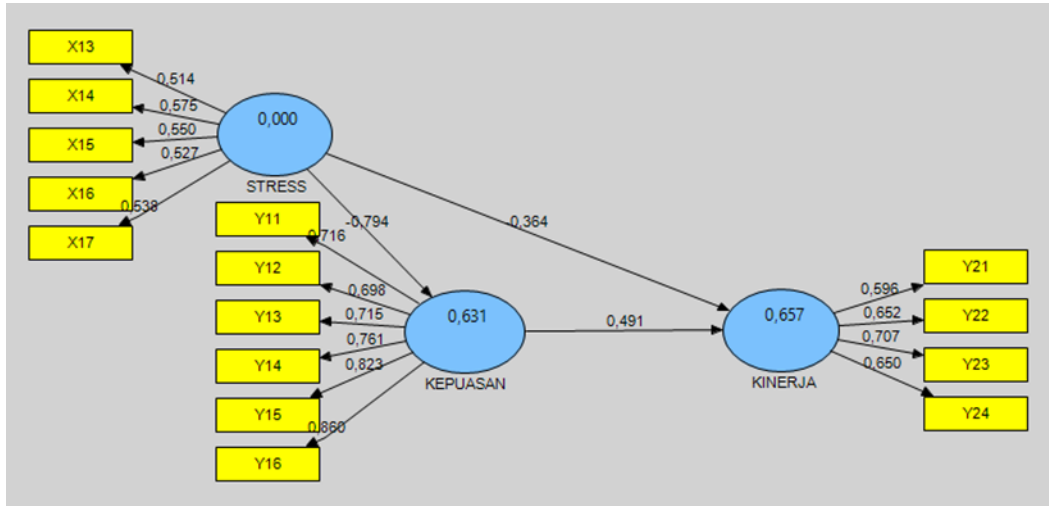


Figure 4. The Role of Satisfaction Mediation Over Stress Against Performance (*Indirect Effect*)

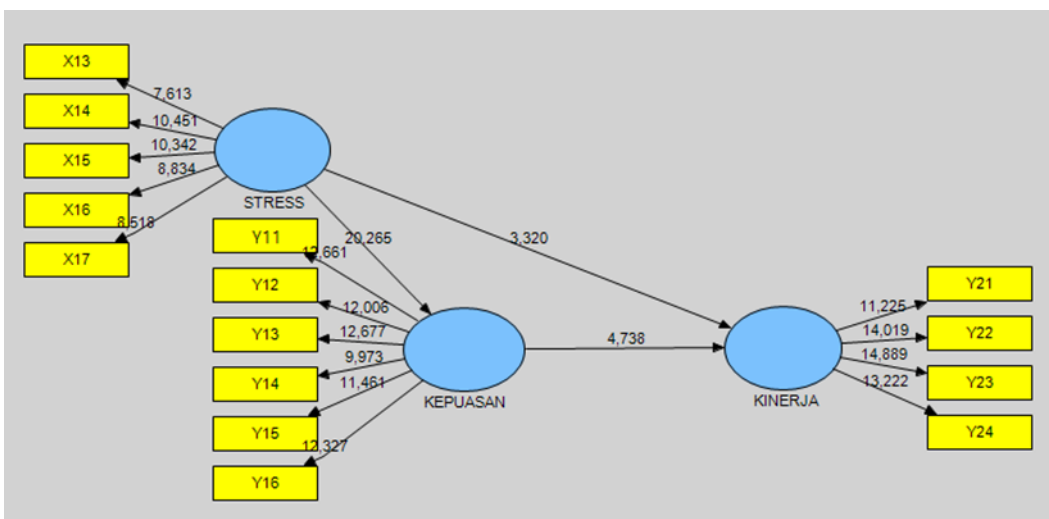


Figure 5. Statistical Test of Mediation Role of Satisfaction Over Stress Against Performance (*Indirect Effect*)

The influence of work stress on the performance of Lakeview Hotel & Restaurant employees in Kintamani Tourism Villag.

The results of data analysis show that work stress has a negative and significant effect on employee performance. Which means that the higher work stress experienced by the employee will reduce employee performance. The insignificant relationship shows that the high and low levels of work stress possessed by employees has a weak effect on improving employee performance at Lakeview Hotel & Restaurant in Kintamani Tourism Village. The results are in accordance with research by (Saryanto & Amboningtyas, 2017), showing that there is a significant

relationship between work stress and employee performance. (Prabowo, Sanusi, & Sumarsono, 2018) found that work stress had a significant effect on performance, this study was also in accordance with research conducted by (Vijayan, 2017) showing the result that work stress had a significant effect on employee performance. (Iswari & Pradhanawati, 2016) who find that work stress has a significant influence on employee performance. This study also supports the results of research conducted by (Jamal, 2016) that work stress has a negative and significant effect on the performance of nurses in three hospitals in the Middle East country.

Effect of job stress on job satisfaction at Lakeview Hotel & Restaurant in the Tourism Village of Kintamani

The results of data analysis show that job stress has a negative and significant effect on job satisfaction. Which means the higher the level of stress experienced by employees in work, the employee job satisfaction will decrease. The relationship shows that the decrease in the level of work stress possessed by employees has an influence on the level of job satisfaction of Lakeview Hotel & Restaurant employees in the Tourism Village of Kintamani. The results of this study support research conducted by (Melani, Warso, & Haryono, 2016) who found that work stress has a negative and significant impact on employee employment performance. High work stress will reduce employee employment. This study also supports the research of (Permatasari & Prasetyo, 2018) finding that work stress has a significant negative effect on job satisfaction of PT Pikiran Rakyat Badung. This study is also consistent with research conducted by (Li et al., 2014) that work stress has a significant negative effect on performance. When the level of employee job stress increases, employee job satisfaction will decrease and when employee job stress decreases employee job satisfaction will increase.

Effect of Motivation on Lakeview Hotel & Restaurant Job Satisfaction in Kintamani Tourism Village.

The results of data analysis show that motivation has a positive and significant effect on employee job satisfaction at Lakeview Hotel & Restaurant in the Tourism Village of Kintamani. Positive and significant influence shows that the higher the motivation of employees to eat the higher the job satisfaction of employees. Significant relationship is shown by the challenges at work and in line with satisfaction with the work atmosphere. The results of this study support the results of previous studies conducted by (Sekartini, 2016) who conducted research on the effect of work motivation on job satisfaction on 162 Warmadewa University administrative employees, the results of the analysis showed that work motivation has a positive and significant effect on employee job satisfaction. This means that the better work motivation will increase job satisfaction at Warmadewa University. While the research results of (Ginatra, 2017; Melani et al., 2016; Sugama, 2017) show that work motivation has a positive and significant effect on job satisfaction.

Effect of Motivation on Lakeview Hotel & Restaurant Employee

Performance in the Tourism Village of Kintamani.

The results of data analysis show that motivation has a positive and significant effect on employee performance. The results of the analysis mean that employees who have high motivation will provide good performance to the company. This relationship shows employees find a way to progress in completing their tuition well, so that employees at Lakeview Hotel & Restaurant in Kintamani Tourism Village are able to produce quality work. These results give the meaning that despite the lack of employee motivation and employee performance at Lakeview Hotel & Restaurant in the Tourism Village of Kintamani. The results of this study are consistent with research conducted by (Febriani & Indrawati, 2013) showing the results that work motivation has a significant effect on employee performance. This study also supports research conducted by (Gunasekara, 2018; Iswari & Pradhanawati, 2016; Setiyawati, Wahyono, & Fathoni, 2018), that work motivation has a significant influence on employee performance.

The effect of job satisfaction on the performance of Lakeview Hotel & Restaurant employees in Kintamani Tourism Village

The results of data analysis show that job satisfaction has a positive and significant effect on employee performance. This means that the better job satisfaction will improve employee performance at Lakeview Hotel & Restaurant in the Tourism Village of Kintamani. The facts in the field show that the more comfortable the work atmosphere of the company, the more quality the work produced by employees. The results of this study support the results of previous studies conducted by (Fu & Deshpande, 2014); about the effect of job satisfaction on the performance of 476 employees working in Chinese insurance companies. The analysis shows that job satisfaction has a positive and significant effect on employee performance. (Ghofur, Amboingtyas, Warso, & Haryono, 2017; Platis, Reklitis, & Zimeras, 2015; Sekartini, 2016; Zeffane & Melhem, 2017) shows the results that job satisfaction has a positive and significant effect on employee performance.

V. Conclusion

This research was conducted using research subjects Lakeview Hotel & Restaurant in the Tourism Village of Kintamani. The results of this study indicate that: Job stress has a negative and significant effect on employee job satisfaction at Lakeview Hotel & Restaurant in the Tourism Village of Kintamani. These results mean that the lower the stress of work, the more job satisfaction of employees at Lakeview Hotel & Restaurant in the Tourism Village of Kintamani.

Motivation has a significant effect on job satisfaction. This means that the motivation possessed by employees can increase employee job satisfaction at Lakeview Hotel & Restaurant in the Tourism Village of Kintamani. Job stress has a negative and significant effect on employee performance. This means that high work stress will cause the performance of employees at Lakeview Hotel & Restaurant in

Kintamani Tourism Village to decrease. Motivation has a positive and significant effect on employee performance. This means that the motivation possessed by employees can improve employee performance at Lakeview Hotel & Restaurant in Kintamani Tourism Village.

Job satisfaction has a significant effect on employee performance. which means that the higher employee job satisfaction, it will be able to improve employee performance at Lakeview Hotel & Restaurant in the Tourism Village of Kintamani.

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