

Connection of Stress and Job Satisfaction to Successful Organizational Stress Management: A Literature Review

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Abstract— Various empirical research results prove that stress directly negatively affects job satisfaction. This proves that employee work stress determines an employee's job satisfaction level because work stress is a condition of tension that creates a physical and psychic imbalance that affects an employee's emotions, and thinking process; excessive stress can threaten an employee's ability to deal with their work environment and will ultimately interfere with the performance of employees duties. Work stress can be seen as a depressing feeling or feeling depressed that employees experience in the face of their work; overall excessive work stress will lower employee job satisfaction levels.

Keywords— Stress, Job Satisfaction, Organization.

I. INTRODUCTION

Job satisfaction has become a pillar on which employee performance depends. The most important goal of an organization is to explore all possibilities to get the best employee performance in achieving a set of goals. The organization leader's understanding of an employee's job satisfaction level is very important because an employee's job satisfaction will result in certain behaviors and attitudes that may indicate the employee's performance and work performance. In this case, job satisfaction management is needed to achieve the company's goals. According to Mathis and Jackson, in its most basic sense, job satisfaction is a positive emotional state resulting from evaluating work experience (Mathis, Robert L. & Jackson, John H., 2010:158). From that sense can be interpreted as job satisfaction related to a person's feelings towards the work he or she does. One's satisfaction or dissatisfaction with their work has a profound effect on productivity and effectiveness of work.

On the other hand, work stress related to job satisfaction arises among others when the employee is unable to meet what their work demands, feels unclear what employees work responsibilities are, the tasks given

to each other, the lack of time to complete the task they are charged, the absence of support and facilities are sufficient from the company to run and complete the work, and so on. Stress reactions can lead to increased absenteeism due to pain, concentration and low creativity at work. In companies that do not invest heavily in their employees, employee downsizing can occur due to voluntary turnover, resulting in vital human resource capital being lost (Robbins, Stephen P. & Coulter, Mary, 2012:495). Work stress has a direct impact on employee job satisfaction, the statement is in accordance with the results of research conducted by Putri Cahya Kusuma, et.al. in 2015 on 100 non-medical employees of Ibn Sina Gresik Hospital with data analysis techniques using descriptive statistical and Partial Least Square (PLS), the study concluded that work stress has a negative and significant effect on job satisfaction. How important employee stress management in an organization or company is also shown in the results of research conducted by Gyamfi in 2014, in his research that analyzed the effect of stress on job satisfaction on service unit employees in Ghana police using multiple regression analysis, shows that there is a negative relationship between work stress factor which is role

overload to job satisfaction. Still dealing with work stress, Abdul Salam Munir Abu-Helalah, et.al., from his research of 626 healthcare professionals in Saudi Arabia revealed factors related to stress including working at weekends, the absence of time off compensation, being depressed by deadlines, being a Saudi, the amount of off-work activities that make them stressed throughout the year. While Panagiotis Trivellas, et.al., in his research on 271 nurses at the hospital concluded that work stress caused by conflict and high workload. negatively significant impact with several dimensions of job satisfaction, namely, physical environment, career opportunities, job enrichment management style, reward and job security. However, a study conducted by Muttie ur Rehman, et.al., in his research at a private college in Pakistan that examined the effect of stress on job satisfaction using multiple regression analysis techniques gave results that contradicted previous studies, they concluded that there is a significant positive relationship between stress factors, namely workload to job satisfaction.

II. THEORETICAL FRAME

Work stress is the main focus of this discussion. Hellriegel and Slocum in his book explain the concept of stress as follows, "Stress is the excitement, feeling of anxiety, and/or physical tension that occurs when the demands or stressors placed on an individual are thought to exceed the person's ability to cope". Hellriegel and Slocum explain that stress is a feeling of anxiety, and or physical tension that occurs when a person's demands or pressures are considered to exceed a person's ability to cope (Hellriegel, D. & Slocum, Jr., John W., 2011:221). Stress according to Dyer, K.A. (2006), "Stress is defined by psychologists as the body's reaction to a change that requires a physical, mental, or emotional adjustment or response" (Talya, Bauer & Erdogan, Berrin, 2009:297). Robbins and Coulter further explained the definition of stress in his book adopted from the UK National Work-Stress Network, "Stress is the adverse reaction people have to excessive pressure placed on them from extraordinary demands, constraints, or opportunities" (Robbins, Stephen P. & Coulter, Mary, 2012:161). Robbins and Coulter explain that stress is an adverse reaction that a person has inflicted by excessive pressure on them stemming from tremendous demands, urges, or opportunities. Robbins and Coulter further explain that stress can be caused by personal factors and job related factors or so-called stressors. Clearly, any change in either personal or work has the potential to cause stress due to. this may involve demands, urges, or opportunities. Meanwhile, Ross and Altmaie (1994) in Yatna Nayaputera mention that work stress is an

accumulation of a number of stress sources that are work situations that are considered stressful for most people. It is further mentioned that work stress is an interaction between a number of work conditions and the characteristics that workers have where the demands of the job exceed the ability of the worker. Gibson, et.al. in his book describes stress as the following response, "Using a response definition, we will define stress as an adaptive response, mediated by individual differences, that is a consequence of any action, situation, or event that places special demands on a person" Gibson, et.al. defines stress as an adaptive response, mediated by individual differences, which is a consequence of an action, situation, or event that places special demands on a person (Gibson, James L., 2012:195).

According to Kondalkar, sources of work stress that are slightly different from Robbins's opinion above, namely: 1) Environmental factors. There are many environmental factors that cause work stress in employees. According to Kondalkar, Ivancevich and Matterson (1982) have identified social, economic, financial, cultural, family and technological factors that have a tremendous influence on employee mental health, 2) Organizational factors. Included in the organizational factors are mission statements, strategies, policies, organizational structure and design, reporting channels, communications, organizational processes and systems and working conditions. The organization's mission and ongoing work unit targets have a long-term impact on employees. The organization's overly ambitious goals will make it difficult for employees to keep up. Good company policies, procedures, regulations, and regulations will keep employees in high spirits. On the contrary, inadequate compensation, regulations rigid, ambiguous organizational policies and incorrect job design will cause great stress on employees, 3) Group factors. Studies from Hawthorne (1924) have found many influences of group complexion, group norms and the importance of group goals to achieve organizational goals. A lack of compace in the group will create conflict. Employees should be given the opportunity to develop themselves and join social groups. Group social activities and other group activities should be organized regularly. Managers must form groups, which are not based on rank and position. Employee morale should be maintained so that there is no group stress, 4) Individual Factors. His personal life and the events he experienced were inseparable, marriage, divorce, death in the family had an impact on his work situation. The difficulties of life are very stressful for a person. The things included in the individual factors are, job security, relocation, change in life structure, stress and behaviour (Kondalkar, 2007:179-

182). Schermerhorn, et.al. in his book mentions the sources of stressor are: 1) Work related stressor which includes task demands, role ambiguity, role conflict, ethical dilemma, interpersonal problems, career development, and physical setting, 2) Personal stress factors (non-work and personal stressor) such as family events (e.g. child birth), economic difficulties (e.g. investment losses), and personal affairs (e.g. family divorce). Because it is often difficult to completely separate work and personal life, stress stemming from personal life can affect behavior in the workplace. Individual needs, abilities and personality factors are also included in personal stress factors (Schermerhorn, Jr., John R., et.al., 2002:165-166). Further Schermerhorn, et.al. explaining that stress does not always have a negative impact on life, stress has both positive and negative sides. Constructive stress (eustress) acts in a positive way, a level of stress that will encourage performance improvement, stimulate creativity, and encourage greater perseverance while destructive stress (distress) is individual or organizational dysfunction, excessive stress burden will make a person's physical and mental overload and will experience breakdown resulting in absenteeism, employee turnover, error, work accident, job dissatisfaction, decreased work performance, unethical behavior, and even sick to someone. Robbins and Judge (2013) divide employee reactions in the face of stress into five variables or commonly referred to as individual perceptions, namely: 1) Perception, is a process that individuals take to organize and interpret their senses to give meaning to their environment. Which is where employees react to respond to their perception of reality instead of reality itself. Therefore the perception will soften the relationship between a potential stress condition and an employee's reaction to the condition. 2) Work experience, can also be an excellent aspect of stress reduction. Work experience tends to be negatively related to work stress. Employees who work longer in the organization are those with more stress-resistant traits or who are more resistant to the stress characteristics of their organization, 3) Social support, where social support as a reliever reduces the negative effects of high stressful jobs. Collegial relationships with colleagues or supervisors can reduce the impact of stress. In addition, social support can be found outside of work such as family, friends and communities that can provide support even more for those with high social needs that are not acquired in the workplace and this can make work stressors more tolerated, 4) The position of self-control, is a "locus of control". A person with an internal position of control believes that they are in control of their own goals, whereas individuals with external positions of control

believe that their lives are controlled by outside forces. This shows that internal people perceive that their work is less stressful and they participate actively in achieving results their work even though they face stressful situations in their work. Meanwhile, external people are more likely to be exposed to stress. 5) Self-confidence, is a belief in the ability of one self to be able to lower the level of stress in person. Some studies have shown how important it is to manage stress both individual stress and stress factors in the workplace, such as a study conducted on Mississippi Cooperative Extension employees conducted by Graham (1982) quoted in Robert P. Vecchio's book mentioning that Mississippi Cooperative Extension personnel feel a decrease in work stress levels if they see their boss show more leadership traits at work and show their concern for various subordinate needs (Vecchio, Robert P., 2007:12-13). Various techniques can help individuals manage their stress. Among them are basic strategies that help a person to stay healthy such as exercising regularly, resting enough, and eating healthy food. While one can look for their own stress management strategies, today's top companies are supporting healthy living habits programs by helping employees manage their stress and become more productive. The impact of stress costs billions of dollars a year resulting from employee absence, low productivity, staff turnover, job accidents, and higher health insurance costs and worker compensation costs. Managing employees has become a business and ethics priority. In the UK, employers are required to meet certain minimum conditions to cope with work stress, such as ensuring that employees are not protected from a poor physical work environment, have the necessary skills and training to meet their work requirements, and are given the opportunity to provide input on how their work is done (Daft, Richard L., 2010:398).

On the other hand, Michael Armstrong explains the concept of job satisfaction in his book, "The term of 'job satisfaction' refers to the attitudes and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction". According to Armstrong, job satisfaction refers to the attitudes and feelings a person has about the work they have. A positive and good attitude towards work indicates job satisfaction. Negative and unkind attitudes towards work indicate job dissatisfaction. Armstrong further explained that job satisfaction levels are influenced by intrinsic and extrinsic motivating factors, quality of supervision, social relationships with work groups and individual success and failure rates in his work. Research conducted by Purcell, et.al. (2003) in Armstrong found the

main factors that affect job satisfaction are, career opportunities, work influence, teamwork and job challenges (Armstrong, Michael, 2006:264). Priyono in his book titled "Human Resource Management" explains the concept of job satisfaction as follows, "Job satisfaction is a pleasant emotional attitude and loves his work. This attitude is reflected by work morale, discipline and work performance. Job satisfaction can also be expressed as an emotional state of employees where there is a meeting point between the value of work remuneration severance with the company and the level of remuneration recompense desired by employees both financially and non-financially" (Priyono, 2010:115). Priyono further added that job satisfaction is not always a strong motivational factor for achievement, because employees who are satisfied in work are not necessarily improving their work performance. But at least the issue of job satisfaction needs to be taken seriously by the organization's managers. The standard or benchmark of absolute satisfaction level does not exist, because in general every employee different standards of satisfaction. But at least there are indicators that can be used to see the absence of job satisfaction, including discipline, employee morale and low turnover. Also, Priyono explained that employee job satisfaction is influenced by several factors including: 1) Fair and decent remuneration, 2) Proper placement in accordance with expertise, 3) Light weight of work, 4) The atmosphere and environment of the job, 5) Supporting equipment in the implementation of the work, 6) The attitude of the leader and his leadership, 7) The nature of the job (monotonous or not). Milton in Soehardi Sigit (2003) quoted by Priyono, mentions the dimensions of job satisfaction obtained from various study and research references, as follows: 1) Work, including intrinsic interests, variations, opportunities to learn, difficulties, many activities, opportunities for success, and mastery of Iangkah and methods. Less challenging work will create boredom, but being too challenging will create frustration and a feeling of failure. In these conditions the challenges are ongoing, will provide pleasure and satisfaction for most employees, 2) Pay, amount of pay, eligibility or fairness, and payment methods. Where pay is seen as fair based on job demands, skill level, will most likely result in satisfaction, 3) Promotion, opportunity for promotion, honesty, and basis for promotion, 4) Recognition, praise for implementation, appreciation for completion of work, and criticism, 5) Work conditions, working hours, rest time, work equipment, temperature, ventilation, humidity, location, and physical layout, 6) Co-worker, ability, love of help, and hospitality. Therefore it is not surprising to have a friendly and supportive co-

worker will deliver to increased job satisfaction. Employer behavior is also the main determinant of job satisfaction. Studies generally find that employee satisfaction will increase when supervisors or supervisors are friendly and can understand, give praise for good performance, listen to employees' opinions, and show a personal interest in them, 7) Company and management (company and management), how it cares about employees, pay, and policies (Priyono, 2010:172-173). Wagner and Hollenbeck also explain the concept of job satisfaction as follows, "Job satisfaction is a pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values".

Wagner and Hollenbeck explain that job satisfaction is a pleasant feeling resulting from a perception that a work has fulfilled or achieved the fulfillment of the essential value of the work itself (Wagner, John A. & Hollenbeck, John R., 2010:106). Further explained by Wagner and Hollenbeck, that the definition includes 3 components namely value, importance and perception. Job satisfaction is a function of value, that is, what a person consciously or subconsciously wants to obtain from a person work. Value is not the same as the objective need required by the body to survive such as oxygen and water but value is a subjective need that is in one's mind. The second component of job satisfaction is how important those values are to a person. A person's difference is not only because of the value they hold, but also in how much weight they give to that value and that difference will critically affect their job satisfaction level. An employee may value job security above all else, but other employees may be just concerned about getting the chance to travel on business, some people may be interested in doing a fun job or that can help others. Although the first employee is satisfied with a long-term job, the other two may find little satisfaction in a fixed working relationship. The final component of Wagner and Hollenbeck's definition of job satisfaction is perception. Satisfaction reflects our perception of the current situation and our values, it is worth remembering that perception may not be entirely an accurate reflection of objective reality. In his book, Luthans describes Locke's comprehensive definition of job satisfaction as follows, "Locke gives a comprehensive definition of job satisfaction as involving cognitive, affective, and evaluative reactions or attitudes and states it is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (Luthans, Fred, 2011:141). According to Locke, such job satisfaction involves reactions or attitudes, cognitive, affective and evaluative and states that it is a pleasant or positive emotional state resulting from an assessment of a person's

work or work experience. Luthans further explained that job satisfaction depends on employees' perceptions of how able their work is to meet various aspects that they consider important. This is generally recognized in the field of organizational behavior where job satisfaction is the most important and often studied employee attitude. Over the years five dimensions of employment have been identified to represent the characteristics of a job that is most affected by workers or employees, namely: 1) The work itself, 2) Pay, 3) Promotion opportunities, 4) Supervision, and 5) Coworkers. Robbins and Judge present the following concepts of job satisfaction, "Job satisfaction—a positive feeling about a job resulting from an evaluation of its characteristics" (Robbin, Stephen P. & Judge, Timothy A., 2013:79). Explained by Robbins and Judge that job satisfaction as a positive feeling about a job as a result of evaluating the characteristics of the work. Work is more than just organizing administrative documents, creating and stringing programming codes, waiting for customers, or driving a transport truck. Work also requires interaction with colleagues and employers, following organizational rules and policies, meeting performance standards set by the company, living with less than ideal working conditions, and so on. An employee's assessment of their job satisfaction is a complex summation of many discrete elements. Indradevi in his research cites what definitions of job satisfaction are as follows, "Job satisfaction is defined as the feelings a person has about her or her job" (Balzer, et.al., 1997; Spector, P.E 1997). Described by Balzer et.al. that job satisfaction as a person's feelings about him or her work. Other definitions are, "Job satisfaction is the degree to which an individual feels positively or negatively about the various aspects of the job" (Schermerhorn, J.R., 1996). According to Schermerhorn, job satisfaction is the level at which a person feels positive or negative about various aspects of his work. It describes a person's comfort zone with his or her work. Someone who is happier with his work, they are said to be more satisfied. Further outlined other definitions of job satisfaction by Indradevi, "The assumption of the definition is that people can balance their specific satisfactions and dissatisfactions to arrive at a general degree of satisfaction with their job" (Loscocco, K.A. & Roschelle, A.R., 1991). According to Loscocco, K.A. and Roschelle, A.R., the assumption of the definition of job satisfaction is that people can balance their particular satisfaction and dissatisfaction to get to the general satisfaction level of their work. Naveed Ahmad, et.al. citing the results of Choo & Bowley's research (2007) as follows, "Satisfaction and employee performance are interconnected with each other and

satisfaction is the resultant of job performance". (Ahmad, Naveed, et.al., 2014:86). Choo & Bowley's results indicate that employee satisfaction and performance are related to each other and job satisfaction is the result of performance. In his research, Nur Insan, et al. quoted Herzberg (2003) as follows, "Two-factor motivation theory explains that there are intrinsic factors leading to job satisfaction and extrinsic factors leading to work dissatisfaction" (Nur Insan, A., et al., 2013:136). The two-factor motivation theory explains that there are intrinsic factors that cause job satisfaction and extrinsic factors that lead to work dissatisfaction. Intrinsic factors come from within and influence the minds of employees, and ultimately determine their attitudes and behaviors. Extrinsic factors originate in the outside or surrounding environment, including salary, work environment, organizational policies, and other work-related items such as rewards, promotions, or structural positions. Gamage Dinoka Nimali Perera, et.al., in their research quoting Mosser and Gakais statements (2007), "Moser and Galais highlighted that employee's ability and opportunities aid to improve their satisfaction of the job level" (Perera, Gamage D.N., et.al., 2014:97). Moser and Galais highlight the skills and opportunities an employee has to help improve their satisfaction from the job level.

III. CONNECTIONS BETWEEN STRESS AND JOB SATISFACTION

According to Kasraie, et.al. there are four main reasons why organizations pay attention to work stress, namely general attention to employee health, financial impact on employee health care, organizational effectiveness, and legal compliance with worker compensation programs. Today organizations have become more concerned than just pursuing financial gain. Employee satisfaction, health, job accidents, employee turnover, absence, and productivity have been included in the evaluation of the organization's success and return on investment in a more Spacious (Kasraie, Shokoufeh, et.al., 2014:78). While Wexley and Yulk in Hendra Indy and Seger Handoyo, described job satisfaction as "Is the way an employee feels about his or her job" or the way the employee feels about himself or his work, then job satisfaction is a supportive feeling or not in the employee who is related to his work or with his condition (Indy, Hendra & Handoyo, Seger, 2013:101-102). In line with the above opinion, Felanny and Sukma Rani Moerkardjono in their research on the relationship of work stress with job satisfaction to 103 respondents of company employees, found a significant link between job satisfaction and negative work stress. The research was conducted correlational method with data analysis using Pearson Product Moment and snowball

sampling technique. Research conducted by Hui Xiang, Suzanne Coleman, Mark Johansson and Ronal Bates in 2014 on 42 Biology development professionals with regression model analysis tools showed consistent results from previous studies that work stress had a negative and significant effect on job satisfaction. In the study, data collection was conducted through cross sectional surveys, and Monte Carlo simulations to predict job satisfaction outcomes. Furthermore, I Gede Putro Wibowo, et al. in his research concluded that work stress negatively affects and affects job satisfaction. The study was an associative study conducted on 66 UD employee respondents. Ulam Sari Denpasar with data analysis technique using Partial Least Square (PLS) using variance based approach.

Based on the study of theories and the results of the above studies, the authors can thus conclude that the higher the stress that an employee has, the lower their job satisfaction, so it is very important for the company to be able to manage the stress of its employees due to the negative impact of stress on the company's output due to decreased employee job satisfaction.

IV. RESULT AND DISCUSSION

The increased stress that occurs among employees will decrease their job satisfaction, and conversely the decrease in stress that occurs in employees will increase their job satisfaction. In an effort to lower employee stress levels, organization top level management can make various efforts to reduce sources of stress for employees including workload or task demands. Work stress arises due to overly heavy workloads, companies must be able to measure the workload that will be given to their employees in each line of work in order for them to work optimally to the level of capability they have. Variety of work can also provide refresh and reduce work saturation that leads to work stress, managers can occasionally provide variations of tasks outside of the daily tasks of their subordinates that may already be felt monotonous. The difficulty level of tasks that employees provide should not exceed their abilities even though sometimes a leader occasionally needs to present challenges to a group of employees who are considered potential. The difficulty of a task that exceeds a person's ability will directly cause stress and ultimately the ineffectiveness of the work occurs because they will do their job by force. Roles given to employees need to be reviewed and adjusted so that each employee has a clear role within the organization, stress often occurs due to the obscurity of the role given by the company to their employees. Executive level management can clarify the role of employees by providing clear work targets, to

whom employees should report and be responsible for their work, what authority they have, and clarifying job descriptions as clearly as possible.

Less harmonious inter-personal relationships in the workplace can be a significant source of work stress. The anticipation that management can do to create relationships between employees is to create a division of tasks that can reduce the potential for competition between unhealthy employees. To create harmonious relationships between employees, managers can create informal employee meetings in each of their work units periodically to discuss work issues and things outside of work so that they can socialize and get to know each other better. This will create harmonious relationships between employees and exemplary group work required by the organization.

A source of stress that is no less important is organizational structure and leadership. A long range of controls will result in long work decision-making and bureaucratic, it can cause stress on employees. Too short a range of controls is also a source of stress as it can provide excessive workload, so a review of organizational structure is needed to create a work system that can minimize employee stress levels. Leadership factors are quite dominant in increasing employee stress, including excessive supervision, authoritarian and arrogant leaders and leaders who are closed to subordinate input and criticism. In this case the company can strive to create a culture of democratic leadership from the supreme leader to the bottom line of leadership.

Some approaches can also be done by management in reducing employee stress levels, namely by taking several approaches namely, 1) Social approach, this can be done with various activities aimed at providing social satisfaction to employees, such as outing, outbound or other forms of joint recreation, 2) Biofeedback approach, this can be done by the company by facilitating employees with medical guidance i.e. through doctor guidance, psychiatrists, and psychologists, this aims to allow employees to manage their stress, 3) Preventive approach, this is a preventive approach before the onset of stress in employees. In this case, the company can facilitate employees to regularly check their health and do sports activities together regularly.

Further increasing job satisfaction will lower employee turnover rates. One dimension of achieving job satisfaction is employee earnings, in which case management can reward employees financially with good compensation and this should be a priority as part of good business practice. Executive level management should not get caught up in inappropriate austerity programs that would run the risk of

employee benefit cuts, loss of bonuses, and even termination of employment.

Employees will be satisfied while doing work that suits their competencies, so they will feel comfortable in doing so. Companies can review the types of work given to all employees by requesting feedback from them in the early stages about their expectations of the type of work they want or can do according to their own passions. Knowing their expectations, management will understand the psychological composition in carrying out work placements. Of course not all employees will be accommodation in the field of work they expect but this will put more employees where they think they want and will ultimately be more likely to increase job satisfaction.

A fair and competency-appropriate promotion system is also an element that can improve employee job satisfaction which becomes executive level management homework. It is appropriate that the company does not practice discrimination in promoting positions, and only refers to competence as a basis for promoting, so that employees will be passionate in providing their best work for the company. Healthy competition will arise among employees and will increase their job satisfaction.

Employee job satisfaction is also related to the supervision given by the leadership. Excessive oversight will make employees feel unrealized in completing their tasks, in which case the company needs to create effective and efficient oversight and reporting mechanisms including determining the extent of flexibility for employees in taking task completion steps. Comprehensive assistants for task completion including the completion of work barriers also need to be implemented management so that

employees' work remains targeted and productive, and moreover it will improve their job satisfaction.

Job satisfaction indicators that play a role in employee job satisfaction levels are co-workers. Colleagues who are in tune and healthy in terms of personal and competence can improve the performance of the group and will ultimately improve the work satisfaction of each group member. The Company needs to consider the placement of employees in the field of work duties or work groups with consideration of individual suitability, this can be obtained by receiving input from all employees about who the individually suitable personnel are to cooperate with them, then leadership is expected to make placements based on suitability and suitability between personnel. This certainly does not guarantee that all employees will get a suitable partner for them but at least there will be work optimization within the group, work unit or wider organizational scope. Colleagues who do not have conformity and cannot fill each other and are unable to cooperate will result in inequality is even confrontational in the work and can result in decreased job satisfaction and not achieving the organization's overall goals.

Management can also adapt the Ivancevich model, et.al. (2014) which in his book introduces a model that links between stressors, stressors themselves and the consequences resulting from such stress (outcomes). The model can be seen in Figure 1 as follows,

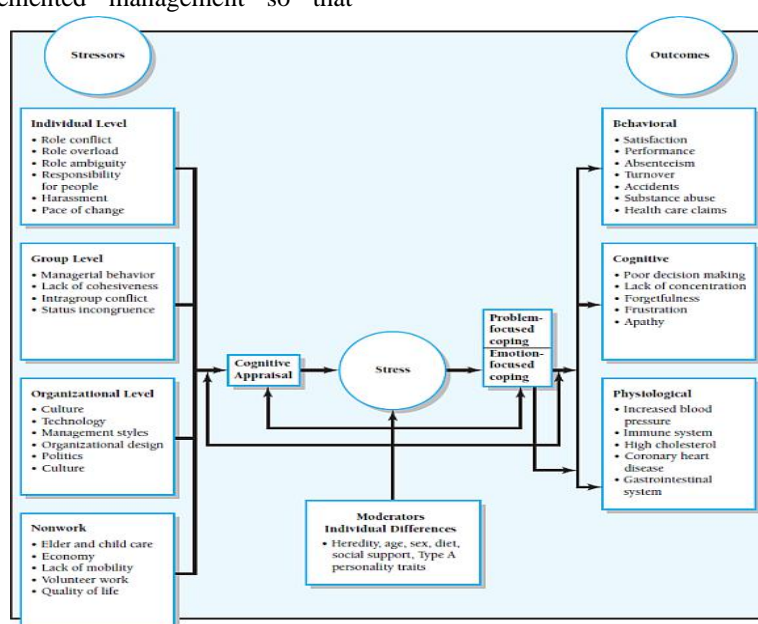


Fig.1: Model Stressor, Stress and Outcome

The stress model provides a framework for organization decision makers in HRD to be able to think and identify about employee stress that occurs in their workplace. As a consequence of this, corporate intervention may be necessary in avoiding or managing the various negative impacts of work stress on employees. Prevention and management of stress in the workplace can be initiated by individual employees or organizations collectively (Ivancevich, John M., et.al., 2014:235).

V. CONCLUSION

Referring to the concept of stress and job satisfaction above, it is concluded that stress is a condition of inconsistencies between a person's expectations or desires and those obtained, and there is a gap between the demands of the environment and the ability of the individual to meet them that is judged to be potentially harmful, threatening, disruptive and uncontrollable or exceeding the individual's ability. In this case specifically stress measurements refer to indicators: the workload provided by the leader, the clarity of the role in carrying out the work, the demands of inter-personal relationships in the workplace, the influence of organizational structure in work, and the style and culture of leadership applied by the employer. While job satisfaction is summed up as the pleasure or discontentment of a person related to the experience in carrying out his work. In this case specifically the measurement of job satisfaction refers to indicators: fair and decent remuneration, suitability of the work done, application of the job promotion system, system of supervision by the leadership, and the behavior and condition of colleagues. It is also true that the stress that occurs in organization employees directly negatively affects their job satisfaction;

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