

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Theoretical Background**

Jobs Stress is nothing new, for more than a century, leaders have recognized that stress is a significant factor in the workplace (Quick et al. 2013). In the 2000s researchers had identified constructs of job stress, the variety of the construct helped the human resource management group to analyze each variable to make better decision-making. Quick et al. (2013) demonstrate the relationship between workplace stress and performance, job attitudes, psychological well-being, worker health, absenteeism, turnover, and other workplace behaviors. Human resource management, as key strategic players in modern organizations, has important role to improvements in employees' job satisfaction and wellbeing at work to help organization achieve their goals (Celma, Martinez-Garcia, and Raya, 2018).

##### **2.1.1 Job Stress**

Stress is a non-specific response of the body to any demand for change (Tan and Yip, 2018). These demands could be more beyond the ability of a person. This statement also support Anna and Joseph (2007), who defined job stress as a harmful physical and emotional responses that occur when the requirements of a job do not match the capabilities, resources or needs of the worker, the gap between worker capability and job demands could lead the employee to decreased organizational

performance, decreased employee overall performance, high error rate and poor quality of work, high staff turnover, and absenteeism due to health problems such as anxiety, emotional disorder; work-life imbalance; depression, and other forms of disease such as frequent headache; obesity and cardiac arrests (Ajayi, 2018). These issues could lead an organization or a company to fail to achieve their goals. Job stress could be caused by several factors, such as workload, job security, autonomy, role conflicts, shift work, low salaries, technology change, low morale, and lack of recognition (Vijayan, 2017).

#### **2.1.1.1 Workload**

Tarwaka et.al (2015), the workload defined as the difference between the capacities or abilities of workers and the demands of work that must be addressed considering that human labor is physical and mental, then each has a different level of loading. The object of workload could be a task or job demands, organization and work environment. The loading level that is too high allows excessive energy consumption and overstress, on the other hand, too low intensity loading allows a feeling of burden and boredom to arise. According to Hart and Staveland in Tarwaka et.al (2015), that the workload could also be effect by operationally on various factors such as the task demands or efforts are being made to do the job. Therefore, not only considering the workload or one aspect, as long as other factors have interaction in complex ways. According to Manuaba in Susiarty et.al (2019) workload indicators composed as, the complexity of the job, job volume, type of

work, the level of difficulty of the job, job responsibilities, time to work, delegation of tasks and responsibilities.

#### **2.1.1.2 Job Security**

According to Pearce in Kraimer et.al (2005), job security is a common element that is a psychological state in which workers vary in their expectations of future job continuity within an organization. The expectations aim organization to deliver the future carrier that workers will get in the future, it could be sustainability or even promotion. An employee will feel more secure if they have a picture of their future in the company. A company should be aware of job security since an employee will feel under threat regarding his job and the employee could not work to his full potential if a company has low job security (Shoss, 2017). According to research on the influence of job security conducted by Chirumbolo and Areni (2005), an employee will have less job performance when an employee experiences a low level of job security. The organization that could not give job security to their employees, employees will feel job insecurity that is fear or anxiety arising from the subjective perception of the possibility of losing one's job, and the situation is not desired by the person concerned (Richter et.al, 2014). This makes an organization have to be more aware of their employee job security to gain a significant employee's job performance.

### **2.1.1.3 Shift Work**

Shift work is a style of work that involves hours of employment during non-standard or alternative hours, and for Saturdays and Sundays, i.e., work outside of the typical day schedule of 8 a.m. to 5 p.m. on Monday–Friday (Perrucci, et al., 2007). Continuing medical education (2011) explain that for employers, shift work represents an opportunity to increase production and customer service without major increases in Infrastructure and improve employees skills through training that provided by the company, companies will often offer better wages to shift workers, shift worker has flexibility regarding their work hours that enable the worker to set a schedule of his own without the fear of work causing a worker to cancel his plans, on the other hand, shift work may drive an employee to experience stress regarding adjusting their sleep order based on the shift and health issues caused by the forced into shift work out of necessity that could lead to irregular heartbeats, heart attacks, and mental health issues. Shift work also involves employee rotation that might affect the psychological of an employee. The research of shift work and work-related stress symptoms, (Vásquez-Trespalcios, et. al, 2016), found shift work involved employee rotation, these make employee might interact difference group of people on each shift. The situation that requires an employee to face or interact with different kinds of people while having a responsible could drive an employee to experience stress (Bernson, 2013). Considering sleep disturbances and fatigue carry significant costs related to lost productivity and concerns regarding safety that caused by shift work (Continuing Medical Education, 2011), the company should

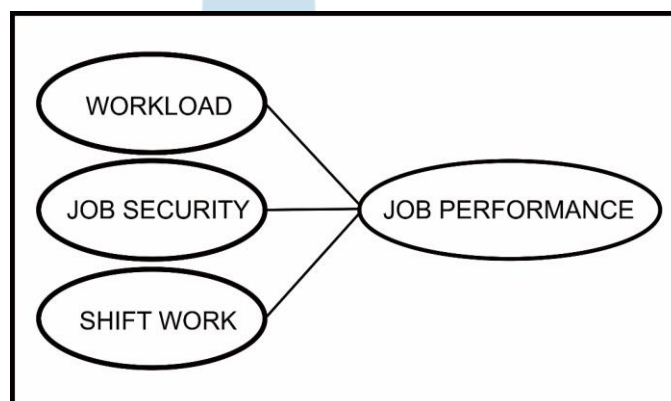
be more concern about their shift work system to maximize the employee performance.

### 2.1.2 Job Performance

Job performance of employees is the most critical subject which takes an important role in accomplishing organizational performance (Wang, et. al, 2015). The organization that would like to achieve their goals should put more attention to maximize their employee's job performance. Job performance could be defined as a set of managerial behaviors that express how employees do their jobs (Alawamlah, 2004). job performance can be described as the ability of an individual to achieve their respective work aims, then meet their expectations, achieve benchmarks, or accomplish their organizational goals (Ismail et.al., 2009).

## 2.2 Research Framework

**Figure 1**  
**Conceptual Model**



Source: Adopted from Ajayi, S. (2018). Effect of Stress on Employee Performance and Job Satisfaction: A Case Study of Nigerian Banking Industry.

An organization demanded high employee job performance, to achieve high employee job performance organizations should aware of factors that affecting employee job performance. Research of job performance by Dhruva Lal Pandey (2020), found that job stress decreased organizational performance, decreased employees' overall performance, and decreased quality of worker, high staff turnover, and absenteeism. Job stress factors has variables that representing it. workload, job security, autonomy, role conflicts, shift work, low salaries, technology change, low morale, and lack of recognition is the major variables of job stress. This research focused on workload, job security, and shift work as the major variables that represent job stress.

### **2.2.1 Workload on Job Performance**

The workload had been the most important factors that affect employee job performance (Vijayan, 2017; Pandey 2020). The workload is defined as a difference between the capacity or the ability of workers to the demands of the job that must be addressed considering human labor is physical and mental, then each has a loading level different (Tarwaka, et. al, 2015). The loading level is too high allowing excessive energy consumption and occurs overstress, otherwise encumbering too low intensity allows a sense of burden and boredom. Therefore, it is necessary that the optimum loading level of intensity that exists between these two extreme limits before and certainly different between individuals with each other. Within the stress caused by the gaps between the capacity or the ability of

workers to the demands of the job, the employee will have low employee job performance.

### **2.2.2 Job Security on Job Performance**

An employee will have less job performance when the employee experiences a low level of job security (Chirumnolo and Areni, 2005). The organization that could not give job security to their employees, employees will feel job insecurity that is fear or anxiety arising from the subjective perception of the possibility of losing one's job, and the situation is not desired by the person concerned, that could cause a low employee job performance. This makes an organization have to more aware of their employee job security to gain a significant employee's job performance.

### **2.2.3 Shift Work on Job Performance**

Shift work affected employees' performance, people who working shift work sometimes find it hard to concentrate or cope as well as they should (Shen and Dicker, 2008). Shift work has a complexity that challenges managers to organize the shift system, some errors occur when managers did not consider of total hours worked per week, overtime, shift rotation, night shifts and rest opportunities and the potential interaction between these factors (Dall'Ora, et. al, 2016). These make working on shift work system one of the critical factors that should be aware to prevent low employees job performance.

### **2.3 Previous Research**

Job stress has an intimate impact on the performance and productivity of the employees. Job stress affects the health of the employees in a drastic way (Mimura, 2003). Rana and Munir (2011), in research of the impact of the stressor on the performance of employees, analyzed the relationship between work stressors like role ambiguity, workload pressure, homework interface, performance pressure, relationship with others, role conflicts, and job performance with motivation as a mediator. The study revealed “role conflict” and “role ambiguity” to have a positive correlation with stressors. However, there was a negative relationship between other stressors and job performance. Vijayan (2017) in his study titled “Impact of Job Stress on Employees’ Job Performance in Aavin, Coimbatore” discovered different things, the job stress construct has a significant impact on employees' job performance.

**Table 1**  
**Previous Studies**



No.	Title	Method	Result
1.	The effectiveness of current approaches to workplace stress management in the nursing profession: an evidence-based literature review.	Systematic review	1. Job stress on nursing has impact on nurse's performance.
1.	Impact of Job Stress on Employees' Job Performance in Aavin, Coimbatore.	Demographic Analysis, T-test, ANOVA Analysis, Regression Analysis.	1. Workload has a significant impacts on employees' job performance.
2.	The Effect of Workload and Work Environment on Job Stress and Its Impact on The Performance of Nurse Inpatient Rooms at Mataram City General Hospital	Structural equation modelling, partial least square	1. Job Stress has a significant impacts impact on employees' job performance.
4.	Analysis of the Effect of Workload on Employee Performance of the Production Operator in Pem Plant Pt. Schneider Electric Manufacturing Batam.	Multiple linear regression analysis, classic assumption test	1. Workload has a significant impacts impact on employees' job performance.

5.	The Impact of Workload on Job Performance Among Doctors in Malaysian Public Hospitals. a Case Study	Qualitative Method	<ol style="list-style-type: none"> <li>1. Short-term workload could give positive and negative impact on doctors' performance.</li> <li>2. Long-term workload could give negative impact on doctors' performance.</li> </ol>
6.	Employee Job Security and Performance Relationship in Developing Economy through Employee Engagement: Critical Analysis with PLS-SEM	Partial least squares, structural equation model.	<ol style="list-style-type: none"> <li>1. Employees' job security has significant effect on employees' performance</li> </ol>
7.	The Influence of Job Insecurity on Job Performance and Absenteeism: The Moderating Effect of Work Attitudes	Multiple regression analysis	<ol style="list-style-type: none"> <li>1. Job Insecurity has a significant effect on employees' job performance</li> <li>2. Job Insecurity has negative impact on employees' job performance</li> </ol>

8.	Shift work and work- related stress symptoms in health care workers in a tertiary hospital in Medellin, Colombia: A cross-sectional study	Cross-sectional study Method	1. Shift worker has significantly lower/fewer physiological symptoms and higher/more intense psycho emotional symptoms than the daytime workers
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Source: The author's summaries

Workload as one of the job stress constructs has a negative impact on performance which decreased work quality (Susiarty, et. al, 2019). The workload is too heavy is not matched by the ability of the workforce, work overload will result in reduced quality of work as a result of physical fatigue and decrease in concentration, self-control, the accuracy of work so that the work does not conform to the standard. Even though Situmorang and Hidayat (2019) found that workload gives a positive effect on employee performance. Ahmad et.al. (2019) found that the short-term impact of workload on doctors' performance can be positive and negative, and the long-term impact of workload on doctors' performance more on the negative aspects relate to the work performance which are tendency to make mistake, intention to leave organization, mental and physical health problem, decrease family relation and increasing divorce rates.

The employees in the organization expected to continue their job with certainty without unexpected sudden job loss. Job safety in the workplace makes employees enthusiastic in doing their job duties results in more employee performance. Employee job security is regarded as a vital element in the organization in increasing their job performance which ultimately fosters the organization's total productivity (Ahmed, et al., 2017). The research conducted by Ahmed, et.al. (2017) employees' job security encourages them to perform more work and become engaged with the organization. This result also supported the research that conducted by Chirumnolo and Areni (2005), that the increase of job insecurity will lower the employee job performance.

Shift work is a type of work that drive an employee to experience different work condition and interaction between them (Vásquez-Trespalcios, et. al, 2016). The differences that occupy between employees encourage an employee to have a conflict that caused stress. The employee who working shift work sometimes finds it hard to concentrate or cope as well as they should (Shen and Dicker, 2008). Previous research conducted by Dall'Ora, et.al. (2016), identified the complexity of shift work and the numerous characteristics that have a significant impact on employee performance and wellbeing.

#### **2.4 Hypothesis Development**

Previous studies have shown that job stress had a significant impact on employee performance. The workload is one of the job stress constructs, that had a negative impact on employee performance (Susiarty, et. al, 2019), This result also

supported by Ahmad et.al. (2019) who found that in the short-term workload could negatively influence job performance, while in the long-term, the workload tends to give a negative effect on job performance. Due to this study, the hypothesis is formulated as follows

**H1 : Workload will negatively affect employee performance**

The previous Study identifies job insecurity in the workplace makes employees have a low level of job performance (Chirumnolo and Areni, 2005). This result also carries the research by Ahmed et.al. (2017) that shown job security makes an employee feel enthusiastic in doing their job duties which result in more employee performance. This makes job security has a positive impact on employee performance. Thus, the hypothesis is formulated as follows:

**H2 : Job security will positively affect employee performance**

Although the previous study showed that shift work did not gave a significant effect on employee performance (Vásquez-Trespalcios, et.al, 2016). Another study shows that employee who working shift work tends to have a low employee performance, caused by the health problems, including sleep deprivation, fatigue, weight gain and gastro-related illness, which makes shift work has a negative effect on job performance (Shen and Dicker, 2008). Therefore, the hypothesis can be formulated as follows:

**H3 : Shift work will negatively affect employee performance**