

Reviews Article

Job Stress Management: Literature Review

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Abstract

Job stress among the workers are cannot be avoided, but it can be managed and reduced by implementing good stress management. Job stress that is managed well can be a driving force or motivation and increase work intensity, whereas if it is not managed well it can cause problems and disrupt work productivity, thereby harming the workforce and the company. Stress management can help workers understand and recognize work stress so that they can reduce the negative impact of work stress. Job stress management is needed so that workers can work optimally by knowing how to deal with Job stress and preventing work stress. Apart from that, Job stress management is needed by companies to know the risk assessment and control of work stress. Stress management in the workplace is also very necessary so that workers can continue to work optimally so that their productivity can achieve maximum results. In order to carry out good Job stress management, a good understanding of the definition, causes, indicators, measurement, impact and management of work stress itself is needed. This article is a literature review that discusses this scope.

Keywords: Job stress, stress management, work stress

Introduction

Job Stress Definition

Rivai defines job stress as a condition of tension that creates a physical and psychological imbalance, which affects the emotions, thought processes, and condition of an employee¹. Too much stress can threaten a person's ability to deal with the environment. As a result, employees develop various kinds of stress symptoms that can interfere with their work performance. Siagan defines work stress as feelings of pressure experienced by workers in carrying out their work². Job stress is also interpreted as an emotional state that arises due to a mismatch between the level of demand and the individual's ability to overcome the work stress they face. This is subjective and always exists in every individual who is unable to cope with the demands of the work environment.

WHO defines job stress as a mismatch between demands and pressures but can also be interpreted as a mismatch with knowledge and abilities³. Situations like this are not only related to the individual's ability to deal with work pressure but also the individual's knowledge and abilities which are not used properly, thus triggering problems for them. OSHA states that individuals will feel work stress when there is an imbalance between demands and the resources they have⁴. Work stress is a perception that is felt to be stressful due to an imbalance between the workload and the individual's ability to respond both physically and mentally on various work matters that are felt to be unpleasant to the worker himself.

Job Stress Causes

Robbins explains that occupational stress is caused by the following three factors⁵, namely :

1. Environment Factor

Uncertain circumstances or environments can influence the formation of unhealthy organizational structures on employees. In terms of environmental factors, there are four things that can cause stress for employees, namely:

1) Changes in Business Situation

Changes in business situation that cause economic uncertainty. When the economy declines, people are more concerned with their own welfare.

2) Political Uncertainty.

An uncertain political situation such as that which occurred in Indonesia, there are many demonstrations from various groups who are dissatisfied with the situation. Incidents like this can make people feel uncomfortable. Such as road closures because there are demonstrations and making employees late for work.

3) Technological Advances

Rapid technological advances cause companies to add new equipment or create new systems. This makes the workforce have to relearn and adapt. This condition can cause the workforce to experience work stress.

4) Terrorism

Terrorism is one source of stress caused by the environment that is increasing in the 21st century, such as the incident of the fall of the WTC building by terrorists, causing American citizens to feel threatened and unsafe.

2. Organisational Factor

In organizations, there are several factors that can cause work stress, namely:

1) Task Demands.

Task demands are factors related to demands or pressures on the workers to performs well and correctly.

2) Role Demands.

Role demands relate to pressures placed on a person as a function of a particular role played in the organization. Role conflict creates expectations that may be difficult to meet or satisfy. Role ambiguity is created when roles are not clearly understood and workers are unsure about what they are doing.

3) Interpersonal Demands.

Interpersonal demands are pressures created by other workers. Lack of social support from coworkers and poor interpersonal relationships can cause significant stress, especially among workers who have a high need to socialize.

4) Organizational Structure.

Organizational structure determines the level of differentiation within the organization, the level of rules and regulations, and where decisions are made. Excessive regulation and lack of worker participation in decision making can be causes of work stress.

3. Individual Factor

Basically, these factors include the personal lives of workers, especially family issues, personal economic problems and innate personality characteristics. Individual factors, including:

1) Personal and Family Relationships

Personal and family relationships are precious. Marital difficulties, relationship breakdowns, and difficulty disciplining children are examples of relationship issues that cause stress for workers that then carry over into the workplace.

2) Economic Problems

Individual workers who cannot manage their financial resources can cause work stress for the workforce and divert their attention at work.

3) Personality Characteristics.

An important individual factor influencing work stress is a person's basic tendencies. This means that the symptoms of stress expressed in the workforce actually originate from within the person's own personality.

Job Stress Indicator

Stress indicators can be determined through the response shown by a person and these indicators can also be used to determine the level of stress experienced by the individual. Stress indicators can be seen in various aspects⁶, namely :

- 1) Physiological and biochemical indicators, can be characterized by increased blood pressure, heart rate, pulse rate, respiratory system, and increased stress hormones (cortisol).
- 2) Cognitive indicators, which can be seen through disruption of an individual's cognitive processes, such as thoughts becoming confused, decreased concentration, repetitive thoughts, and inappropriate thoughts.
- 3) Psychological indicators, which can appear very broadly regarding psychological conditions experienced by individuals, such as fear, anxiety, shame, anger, and so on.
- 4) Behavioral indicators, regarding a person's daily activities when dealing with stressful conditions. This indicator is divided into fight, namely fighting against stressful situations, and flight, namely avoiding stressful situations.

Job Stress Measurement

According to Karoley in Davis, stress measurement techniques can be done in three ways⁶, namely:

1) Self Report Measure

Measurements using this method are carried out by asking about the intensity of experiences, both psychological, physiological and physical changes experienced by a person using a questionnaire. This technique is often called the life event scale. This technique measures stress in a way observing changes in a person's behavior, such as lack of concentration, tendency to make mistakes, working slowly, and so on.

2) Physiological Measures

This method is measured by looking at changes that occur in a person's physical condition, such as changes in blood pressure, shoulder, neck and shoulder muscle tension. This method is considered to have the highest reliability, but actually depends on the tool used and the meter itself.

3) Biochemical Measures

This method is measured by looking at the biochemical response through changes in catecholamine and corticosteroid hormone levels after a stimulus is given. The reliability of measurements using this method is quite high, but the measurement results can change if the research subjects have smoking, drinking alcohol and

coffee habits. This is because the ingredients in cigarettes, alcohol and coffee can affect the levels of these hormones in the body.

Job Stress Impact

According to Robbins, there are three types of consequences or impacts caused by work stress⁵, namely:

1) Physiological Disorders

Work stress creates disorders and diseases in the workers' bodies which are characterized by changes in body metabolism, increased blood pressure, headaches, shortness of breath and palpitations and even heart disease.

2) Psychological Disorders

Work stress can cause dissatisfaction, resulting in psychological disorders characterized by tension, anxiety, irritability, boredom, procrastination and so on. People are placed in jobs with multiple demands, conflict in the workplace, lack of clarity in employment, authority, responsibility and workload so that work stress increases which causes dissatisfaction to also increase.

3) Behavioral Disorders

Job stress linked to behavior can include changes in productivity, absenteeism, and employee turnover rates. Another impact caused is changes in daily habits such as changes in eating patterns, alcohol consumption, sleep disorders and others.

Job Stress Management

According to Munandar in general management strategies or managing work stress can be grouped into three⁷, namely:

1. Individual Management Strategy

A strategy developed personally or individually. This individual strategy can be done in several ways, including:

1) Make changes in behavioral reactions or changes in cognitive reactions.

This means that if a worker feels there is an increase in tension, the worker should take a break first. There are various ways to take a time out or rest, such as taking a short break but still in the work room, leaving the room to rest, going briefly to the restroom to wash your face with cold water or doing ablution for Muslims, and so on.

2) Do Relaxation and Meditation

This relaxation and meditation activity can be done at home in the evening or on days off work. By relaxing, workers can become relaxed and comfortable. Thus, workers who relax are expected to be able to transfer their ability to generate feelings of relaxation to companies where they experience stressful situations. Some common ways to meditate are by closing or closing your eyes, eliminating distracting thoughts, saying a prayer.

3) Go on a diet and fitness

Some ways that can be taken are reducing the consumption of foods with extra fat, increasing the consumption of foods with high vitamins such as fruits and vegetables and doing lots of exercise, such as running, swimming, badminton and so on.

2. Organisational Management Strategy

The strategy is designed by management to control organizational level stressors to prevent or reduce work stress for the workforce. Work stress management through the organization can be done in several ways, including:

1) Creating a Supportive Organizational Climate

Many large organizations today tend to formulate highly bureaucratic structures that include an impersonal, inflexible work climate. This can lead to work stress. A good organizational management or management strategy can create a more decentralized organizational structure, decision making with participative members and upward communication flow. Changes in structural structures and processes may create a more supportive climate for the workforce, giving them more control over their workforce, and perhaps preventing or reducing their job stress.

2) Enrich Task Design

Task design enrichment is achieved by enriching the job, either through increasing the quality or workload, such as responsibility, recognition, and opportunities for achievement, advancement, and growth, or through increasing the quantity of key job attributes, such as skill variety, task identity, task significance, autonomy, and reciprocity, which can enhance motivation or the experience of courage, responsibility, and knowledge.

3) Reduce Conflict

Role conflict and ambiguity are identified as the main causes of work stress in individuals. Work stress management refers to management to reduce conflict and clarify organizational roles so that the causes of work stress can be eliminated or reduced. Each worker has clear and important expectations or an ambiguous understanding of what he or she does.

3. Social Support Strategy

According to Munandar, social support is needed, especially those closest to you, such as family, co-workers, leaders or other people to reduce work stress⁷. Good communication is needed for all parties, so that social support can be obtained. Employees can invite others to discuss the problems they are facing, or at least have a place to convey their complaints.

According to Ivancevich, there are three focuses for managing work stress⁸, namely:

1) Problem-Focused Coping

Actions taken by a person to cope with a stressful person, situation, or event refer to actions taken by them to deal with the source of stress directly. For example, a worker who has an abusive manager may cope by not showing up for work. This absence may allow the worker to avoid, for a period of time, the abusive manager.

2) Emotion-Focused Coping

This relates to the steps a person takes to deal with stressful feelings and emotions. For example, employees who often travel as part of their work may be able to relieve their stressed feelings and emotions by exercising regularly or by reading light fiction books. If these activities to deal with work stress are successful, the employee's feelings can be controlled.

3) Religious Coping

Koenig stated that some people use religious coping to relieve the stress. Humans prefer to ask God for help in very stressful situations.⁹ Positive forms of religious coping are associated with lower levels of depression and better quality of life

while negative religious coping is associated with higher levels of depression and lower quality of life. Religious coping is an effort made by individuals by involving religious elements in themselves to regulate or overcome the difference between internal and external demands with their conditions and abilities so that they can help them overcome stress.

Conclusion

Job stress is a perception that is felt due to an imbalance capacity between the workload and the individual's ability to respond both physically and mentally. Job stress is caused by workplace environmental factors, work factors and the worker himself. Job stress consist of physiological and biochemical, cognitive, psychological and behavioral indicators. Job stress can be measured using a self-report questionnaire, psychological and biochemical indicators. Job stress can have a physiological, psychological impact and changes in the workers behavior. Job stress can be managed through individual, organizational management strategies and through workplace social support in the. The job stress management focuses on problem coping, emotional coping, and religious coping.

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