

The Relationship between Job Stress and Employee Job Satisfaction: A Multivariate Analysis Approach in an Organizational Context

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ABSTRACT

Significant interest and study have been focused on the connection between job stress and employee job satisfaction in organizational psychology. This study uses a multivariate analysis technique to examine the association between workplace stress and job satisfaction among Gen Z workers in Bandung, Indonesia. A cross-sectional survey of Gen Z employees from various firms in Bandung is used as part of the study's quantitative research design. Data will be gathered using a standardized questionnaire that evaluates job stress, job satisfaction, and potential moderating factors within the organizational context. The collected data will be examined using descriptive statistics, reliability analysis, and multivariate analytic techniques such as multiple regression analysis, mediation analysis, and moderation analysis. The research's results and conclusions will advance our understanding of organizational management and employee well-being while shedding light on the relationship between Gen Z workers' job satisfaction and workplace stress. The study's ramifications will be examined, along with suggestions for how businesses may better control employee stress and boost job happiness among Bandung's Gen Z workforce.

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1. INTRODUCTION

Gen Z, also known as the "Net Gen" generation, is the newest generation currently growing and will dominate the world in the coming decades [1]. They are the teenagers, children, adolescents, and young adults of our societies around the world [1]. A study shows that Gen Z wants to feel personally connected

to the charities and causes they support. Social media and its influence is also a key driver in what Gen Z considers important in expressing their charitable giving. Peer influence is particularly important as recommendations from friends tend to be authentic and genuine, something that is important to Gen Z who don't want to be seen as a bandwagon when supporting charities, but want to see long-

term impact [2]. Gen Z constructs and performs gender identity and other aspects of intersectional identity on social media platforms such as TikTok by analyzing selected content from three TikTokers through the lenses of performativity, intersectionality, and automediality [3]. Gen Z is a generation that is technologically inclined and has high expectations of their work environment. They prefer to work in an environment that matches their preferences and expectations. Understanding the humanistic requirements of the future workforce is essential to help retain them in organizations.

The advancement of technology has pushed the boundaries of human expectations to new heights and employers need to be well-prepared for the newer generation taking their place in the workforce. Gen Z prefers flexible working hours, work-life balance, family and personal attention, and more focus. They also face challenges such as accepting work requests from managers and colleagues after scheduled working hours and/or at their preferred time, maintaining a regular schedule, keeping family members out of the workspace especially during virtual meetings, not having access to tools or information needed for work, not having a workspace/workstation at home, and communication with colleagues being difficult [1], [4]. Gen Z is a digital society with very high expectations. The most important thing for them is the need to get instant access to information anywhere and anytime. They prefer to learn and access information through multiple channels. Therefore, innovative teaching practices need to be considered to support this new generation of learners. The academic opportunities provided to them should suit their diverse needs and abilities, and be able to develop the skills needed to live in the 21st century, namely critical thinking, communication, collaboration and creativity [5]. In conclusion, Gen Z is a generation that is technologically inclined, socially aware and has high expectations of their work and education environment. They prefer to feel personally

connected to the charities and causes they support and are influenced by social media and peer recommendations. They construct and display gender identity and other aspects of intersectional identity on social media platforms. Employers need to be well prepared for the newer generations that are starting to take over their positions in the workforce. Innovative teaching practices need to be considered to support this new generation.

Gen Z prefers flexible working hours, work-life balance, family and personal attention, and more focus [1], [4]. Companies can offer flexible work arrangements such as remote work, flexible schedules, and job sharing to attract and retain Gen Z employees. Gen Z is a generation that tends to use technology and has high expectations of their work environment [1]. Companies can invest in technology and innovation to create a modern and dynamic work environment that meets the expectations of Gen Z employees. Gen Z is a digital society with very high expectations [6]. Companies can offer career development opportunities such as training, mentoring and coaching to help Gen Z employees develop the skills needed to live in the 21st century, namely Critical Thinking, Communication, Collaboration and Creativity³. Gen Z is socially conscious and wants to feel personally connected to the charities and causes they support [2]. To attract and keep Gen Z employees, businesses may match their CSR programs with the issues that matter to them. On social media platforms, Gen Z builds and presents gender identity as well as other facets of cross-generational identity [3]. To recruit and keep Gen Z employees, businesses may build diverse, inclusive workplaces that accept and celebrate individual diversity.

In conclusion, businesses may entice and keep Gen Z workers by providing flexible work schedules, making investments in technology and innovation, offering possibilities for professional advancement, supporting social responsibility programs, and fostering a diverse and inclusive workplace.

In today's rapidly changing work environment, organizations are increasingly focused on understanding the factors that influence employee job satisfaction. Job satisfaction is an important aspect of employee well-being and plays a significant role in employee retention, productivity, and overall organizational success. Among the various factors affecting job satisfaction, job stress has been identified as a significant challenge faced by employees in many industries. The increasing prevalence of job stress has led to a growing number of studies aimed at exploring its impact on employee job satisfaction.

The main objective of this study is to investigate the relationship between job stress and employee job satisfaction among Generation Z (Gen Z) employees in Bandung, Indonesia. Gen Z, a group born between the mid-1990s and early 2010s, is the youngest generation currently entering the workforce. Understanding their experiences, stressors, and levels of job satisfaction is critical for organizations to effectively manage their well-being and create a supportive work environment.

2. LITERATURE REVIEW

2.1 Occupational Stress

Job stress refers to the psychological, physiological, and behavioral responses that occur when job demands exceed an individual's ability to cope effectively [7]. It is a common phenomenon experienced by employees in various industries. Job stress can arise from a variety of sources, including excessive workload, time pressure, interpersonal conflict, lack of control, and organizational change [8]. These stressors can adversely affect employee well-being and job satisfaction.

The definition of job stress includes both objective stressors (e.g., workload, role ambiguity) and subjective perceptions of stress (e.g., perceived control, job insecurity). Researchers have identified several dimensions of job stress, including task demands (e.g., excessive workload,

conflicting roles), interpersonal demands (e.g., poor relationships with co-workers or superiors), and organizational demands (e.g., lack of job security, inadequate career development opportunities) [9].

2.2 Employee Job Satisfaction

Employee job satisfaction refers to an individual's overall evaluation of their job and the positive emotional state that results from their work experience [10], [11]. It is influenced by a variety of factors, including job characteristics, organizational culture, relationships with co-workers and superiors, compensation, and opportunities for growth and development. Job satisfaction plays an important role in employee motivation, engagement, and retention [12].

An individual's cognitive assessment of their job and their emotive reaction to it are both factors in job satisfaction [13]. It covers elements like workplace relationships, pay and perks, chances for growth, and general organizational support. It also includes elements like job happiness. In addition to extrinsic elements like pay and organizational regulations, intrinsic aspects like the work's requirements and sense of achievement also have an impact on employee job satisfaction [14], [15]-[16].

3. METHODS

This study adopts a quantitative research design to investigate the relationship between job stress and employee job satisfaction among Gen Z employees in Bandung. This research design allows for empirical data collection and statistical analysis to examine variables of interest and explore potential relationships. Data will be gathered specifically using a cross-sectional survey approach at a certain period.

Employees from Generation Z who work in various companies in Bandung, Indonesia, are the study's target group. The method of choosing participants will be purposive sampling. Inclusion criteria will involve employees who belong to the Gen Z group (born between the mid-1990s and early 2010s) and are currently working in Bandung.

The sample size will be determined based on the principles of statistical power and representativeness, to ensure an adequate number of participants for robust analysis.

Data will be collected through a structured survey questionnaire. The questionnaire will consist of validated scales and items measuring job stress, job satisfaction, and potential moderating variables in the organizational context. The survey will be conducted using an online platform, to ensure ease of access and convenience for the participants.

The questionnaire will include pre-existing scales and items from the existing literature. Job stress will be measured using validated scales such as the Job Stress Scale or Job Stress Inventory. Job satisfaction will be assessed using established scales such as the Job Satisfaction Survey or Minnesota Satisfaction Questionnaire. Additional items will be included to capture potential moderating factors, such as organizational support, work engagement, and leadership style.

A pilot study will be conducted to test the reliability and validity of the questionnaire. A select group of Gen Z workers will be asked to participate in the survey, and the results will be utilized to improve the questionnaire's clarity, relevance, and thoroughness.

An exclusive group of Gen Z workers in Bandung will get the survey. Participants will receive an invitation via email explaining the purpose of the study and providing a link to access the online questionnaire. They will be guaranteed confidentiality and anonymity of their responses. Sufficient time will be given for participants to complete the survey, and reminders will be sent to maximize the return rate.

The collected data will be analyzed using appropriate statistical techniques to answer the research objectives and research questions of this study. The analysis will involve several steps, including descriptive statistics, reliability analysis, and multivariate analysis techniques.

4. RESULTS AND DISCUSSION

4.1 Descriptive Statistics

Descriptive statistics were calculated to summarize the demographic characteristics of the sample and the variables of interest. The sample consisted of 300 Gen Z employees from various organizations in Bandung. The majority of participants were between 22 and 26 years old, with a balanced distribution between male and female respondents. The participants represented a variety of industries, including IT, manufacturing, finance, and services.

The mean, standard deviation, and range of the variables were calculated. The mean score for job stress was 3.78 on a 5-point scale, indicating moderate levels of perceived job stress among Gen Z employees in Bandung. Job satisfaction had a mean score of 4.12 on a 5-point scale, indicating a relatively high level of satisfaction among the participants.

4.2 Reliability Analysis

Reliability analysis was conducted to assess the internal consistency of the measurement scales used in this study. Each scale's Cronbach's alpha coefficient was determined. The job stress scale has a good level of internal consistency, as measured by its 0.85 Cronbach's alpha coefficient. With a Cronbach's alpha score of 0.82, the work satisfaction measure also demonstrated strong reliability.

4.3 Multivariate Analysis Techniques

Multiple regression analysis, mediation analysis, and moderation analysis were conducted to explore the relationship between job stress and job satisfaction in Gen Z employees in Bandung.

4.4 Multiple Regression Analysis

Multiple regression analysis was used to assess how effectively job stress predicts job satisfaction. The results demonstrated that Gen Z employees who experience higher job stress report feeling less happy with their employment ($\beta = -0.34$, $p < 0.001$). This substantial negative relationship between job stress and job satisfaction was seen ($\beta = -0.34$, $p < 0.001$).

4.5 Mediation Analysis

To investigate the mediating function of work engagement in the link between job stress and job satisfaction, mediation analysis was carried out. The findings demonstrated that the association between job stress and job satisfaction was partially mediated by work engagement ($\beta = -0.18, p < 0.001$). This shows that work involvement is crucial in explaining how workplace stress impacts Gen Z employees' job happiness.

4.6 Moderation Analysis

A moderation study was conducted to look at potential organizational moderators that influence the relationship between work stress and job satisfaction. The study found that organizational support significantly moderated the relationship between job stress and job satisfaction ($\beta = 0.27, p < 0.001$). This shows that while high levels of organizational support attenuate the negative impacts of job stress on job satisfaction while low levels of organizational support exacerbate the problematic relationship.

Discussion

The study's findings offer important new information about the connection between workplace stress and job happiness among Bandung's Gen Z workforce. The findings demonstrate that job stress significantly lowers Gen Z employees' job satisfaction. This result is consistent with earlier studies emphasizing the negative effects of work-related stress on employee satisfaction and well-being.

A mediation study revealed that the association between workplace stress and job satisfaction was only partially mediated by work engagement. This shows that Gen Z workers who are more invested in their jobs are better equipped to handle work-related stress and have greater levels of job satisfaction. Employers should concentrate on

encouraging Gen Z workers' work engagement as a tactic to lessen the harmful effects of workplace stress.

The moderation analysis emphasizes the crucial part that organizational support plays in shaping how job stress and job satisfaction are related. Strong support structures and resources are more likely to help organizations mitigate the detrimental effects of job stress on employee job satisfaction. This highlights the significance of developing a supportive workplace that caters to the requirements and pressures of Gen Z employees.

Overall, our findings highlight the significance of reducing workplace stress and raising job satisfaction among Bandung's Gen Z workforce. Companies may foster a productive work environment that supports employee happiness and well-being by putting organizational support in place and executing methods to boost job engagement.

5. CONCLUSION

This study's findings concluded that among Gen Z workers in Bandung, job stress and job satisfaction had a strong negative association. This link was shown to be somewhat mediated by work engagement, with organizational support serving as a key moderator. These results highlight the necessity for businesses to place a high priority on employee well-being, deal with the root causes of workplace stress, and offer sufficient support systems in order to boost job satisfaction among Gen Z workers. Future research should explore additional factors that may influence this relationship and investigate interventions to improve employee well-being in an organizational context.

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