

Relationship between workplace conflict, job certainty, job opportunities, and job stress

Anggit Wirama Siwidati^{1*}, Endang Dwiyanti², Ratna Hafitri Astutik¹, Galuh Saraesti Ardhianingrum¹, Nahdia Retno Astrini¹, Asri Deismawaranti¹, Dwi Damayanti¹, Maria Saraswati Kinasih Hapsari¹

Abstract

Purpose: This study analyzes the influence of individual capacity and task demands on Job stress levels. **Methods:** This study uses an observational, cross-sectional design. All 33 workers who became the population were included as research samples. Data were collected through questionnaires and observations and analyzed using the gamma coefficient to measure the strength and direction of relationships among individual capacity, task demands, and job stress. **Results:** Most workers reported mild to moderate stress levels. Workplace conflict demonstrated a strong, positive relationship with job stress ($\gamma = 0.622$), indicating that higher workplace conflict is associated with greater job stress. Job certainty showed a moderate, negative relationship with job stress ($\gamma = -0.543$), indicating that lower job certainty is associated with higher job stress. Job opportunities had a powerful and negative relationship with job stress ($\gamma = -0.907$), indicating that limited employment opportunities significantly increase stress levels. **Conclusion:** Mental workload and job opportunities have the most substantial relationship with job stress, followed by education, tenure, physical workload, and work conflict. Therefore, interventions to address this issue by strengthening job security policies are needed to minimize stress and improve overall employee well-being.

Keywords: job certainty; job opportunity; job stress; pile production workers; workplace conflict

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¹Department of Health Behavior, Environment & Social Medicine, Faculty of Medicine, Nursing, and Public Health, Universitas Gadjah Mada, Yogyakarta, Indonesia

²Department of Occupational Health and Safety, Universitas Airlangga, Surabaya, Indonesia

*Correspondence:

anggitwiramasiwidati@mail.ugm.ac.id

INTRODUCTION

Job stress is a worker's adaptive response to a perceived threat or challenge. Job stress is a situation in which workers experience difficulty, discomfort, and tiring, frightening feelings. Job stress can also be an expression of emotional and physical issues arising when workers' abilities do not match resource needs [1]. According to Labour Force Survey (LFS) data, in 2019-2020, there were 828,000 cases of work-related stress, depression, or anxiety, with a prevalence of 2,440/100,000. Stress, anxiety, and depression can cause more than 51% of health problems. These health

problems can lead to lost working days, accounting for up to 55% of all working days. The total number of working days lost due to these events in 2019-2020 was 17.9 million, or 21.6 days lost per case [2].

According to the World Health Organization Asia Pacific Region, in Indonesia, there are cases of depression amounting to 3.7% of the population. Data from the Indonesia National Adolescent Mental Health Survey (I-NAMHS) 2022 also reinforces this trend, showing that 1.0% of adolescents aged 10–17 years experience depressive disorders. Although the national prevalence appears lower compared to previous Riskesdas 2018 estimates, these updated figures

highlight the increasing recognition and screening of mental health conditions in Indonesia, demonstrating that depression remains a public health burden requiring attention [3].

This problem needs attention because stress is one of the factors that cause unsafe actions, which account for 80-85% of work accidents [4]. Job stress creates an imbalance between the physical and psychological aspects that affects a worker's emotions, thought processes, and conditions. Job stress also inhibits and disrupts individuals' productivity in the work environment [1]. There are two types of stressors: organizational and task-related. Organizational stressors come from an individual's relationship with the work environment, such as professional demands, interpersonal problems, the (physical) work environment, company policies, and working conditions. Meanwhile, task-related stressors are sources of stress from the daily work constraints [5].

Stress is one form of performance manifestation resulting from an imbalance between workability and task demands. In ergonomic balance, task demands and work capacity must be balanced to produce good work performance. Individual, physiological, psychological, and biomechanical capacities determine a person's workability. Meanwhile, job demands are determined by the characteristics of the task, the organization, and the environment [6].

PT Wijaya Karya Beton Tbk, Pasuruan, is a manufacturing company that produces precast concrete products, including piles, concrete poles, railroad sleepers, bridge beams, retaining walls, precast piers, and others. The company's production site consists of 10 lines, each tailored to its concrete products. One of them is Line VI, which specializes in producing piles. As a result of an interview with the company's HSE (Health, Safety, and Environment), production at this company uses a pre-booking system. If there is no order, production does not run. In addition, production activities still rely heavily on labor, and many workers are unwilling to work and do not get paid when there are no orders.

The interviews with four workers on the line showed that two workers experience pressure every time they work because there is no certainty about their future employment. Hence, they have to work as well as possible to continue working even as the number of workers decreases. The pressure increases when production orders decline, as it can affect the bonus received and even lead to the suspension of production, leaving workers unable to work. This is also related to workers' opportunities to find other jobs, which may not be readily available.

In addition, some relationships among colleagues were poor, especially among new workers, who tended to prefer solitude and avoid mingling. A mismatch in attitudes between workers also contributes to this poor relationship. Based on the interviews, two workers also reported chest tightness, headaches, a racing heart, and stiffness in the arms and legs while working. These are examples of occupational stress symptoms. However, there has never been an assessment or research on job stress issues at PT Wijaya Karya Beton Tbk in Pasuruan Regency.

Thus, based on the results of the preliminary study, workplace conflicts and job insecurity were identified as problems that can affect workers' job stress. Research conducted by Budhiartini & Si (2021) found that workplace conflict significantly influences job stress in employees of PT Agrapersada Medan [7]. Job Certainty is also one of the factors that can affect job stress in employees of PT Malidas Sterilindo [8]. Feelings of insecurity in a job position can lead to a sense of worker self-confidence regarding further job opportunities, which can trigger stress [9].

Currently, little research examines the interplay among workplace conflict, job security, job opportunities, and job stress in the manufacturing sector that uses a pre-booking system. This system creates production uncertainty, potentially increasing worker stress due to income uncertainty and difficulty finding replacement work. Furthermore, no research on work stress has been conducted at this company. Therefore, this study is expected to provide a clearer picture of the psychosocial factors influencing work stress in this company. Based on the description above, the researcher is interested in conducting a study to determine the relationships among workplace conflict, job security, job opportunities, and job stress among pile production workers on line VI and reinforcement at PT Wijaya Karya Beton Tbk in Pasuruan Regency.

METHODS

This quantitative study, using a cross-sectional approach, was conducted from October 2022 to June 2023 at PT Wijaya Karya Beton Tbk, Pasuruan Regency, beginning with the preparation of the research proposal and the submission of ethical approval and research permit applications to both the university and the company. The process then continued with field data collection, data analysis, and the preparation of the final research report. Data collection for this research was conducted in December 2022. The method used in this study is total sampling, sampling all populations. The inclusion criteria for this study included all workers on production line VI and the

reinforcement section at PT Wijaya Karya Beton Tbk, Pasuruan, who were actively working during the data collection period and willing to participate by signing an informed consent form. Exclusion criteria included workers on leave, absent during data collection, or with health conditions that prevented them from completing the questionnaire independently.

The sample in this study consisted of all pile production workers in line VI and the reinforcement at PT Wijaya Karya Beton Tbk, Pasuruan Regency, totaling 33 people. This production area was chosen because it is the one most affected by the pre-order system, leading to uncertain production activities, higher transmission rates related to work continuity, and greater exposure to psychosocial stress compared to other production lines. Furthermore, initial observations and interviews indicated that workers in this section experienced problems related to workplace conflict, job security, and job opportunities, making this area's population the most relevant to achieving the research objectives.

The variables examined in this study are independent variables (workplace conflict, job security, and job opportunities) and dependent variables (job stress). The data were collected by distributing questionnaires to the sample, with informed consent. The NIOSH Generic Job Stress questionnaire was used to collect data related to workplace conflict, job security, and job opportunities. It consists of 15 questions on workplace conflict variables, five on job security variables, and five on job opportunities variables. Meanwhile, the Perceived Stress Scale (PSS-10), consisting of 10 items, was used to assess job stress.

To minimize potential bias, this study used standard instruments (NIOSH Generic Job Stress and PSS-10) to reduce measurement bias, and uniform explanations were provided to all respondents before completing the questionnaire to prevent information bias. The simultaneous implementation of data collection to minimize situational bias, and the application of total sampling to include the entire population of workers who met the criteria, thus avoiding selection bias.

After data collection, the data will be processed through editing, coding, data entry, cleaning, tabulation, and analysis. Analysis is conducted using the gamma coefficient to assess the strength of the relationship between the independent and dependent variables. Data analysis was performed using SPSS Statistics version 18 to compute the gamma coefficient. In interpreting the gamma coefficient value, the strength of the relationship is determined based on the following categories: (1) 0.00 – 0.19 for the very weak relationship category; (2) 0.20 – 0.39 for the weak relationship category; (3) 0.40 – 0.59 for the moderate relationship

category; (4) 0.60 – 0.79 for the strong relationship category; and (5) 0.80 – 1.00 for the powerful relationship category. The sign indicates the direction of the relationship, positive or negative.

This study used a total sampling design, involving the entire target population (N = 33 workers) as respondents, so the analysis produced population parameters rather than sample estimates. Therefore, inferential statistical tests, including p-values, were not applied because they are intended to generalize findings from a sample to a larger population. Before data collection, researchers obtained an ethical certificate from the health research ethics committee of the faculty of public health at Airlangga University (No. 09/EA/KEPK/2023).

RESULTS

Worker characteristics and workplace conflict

Based on the Table 1, it can be seen that most of the pile production workers in line VI and reinforcement of PT Wijaya Karya Beton Tbk, Pasuruan Regency are ≤ 35 years old (60.6%), have the last education at the high school level (63.6%), work for ≥ 5 years (60.6%), and are married (69.7%). In this study, workplace conflict is divided into two categories: not experiencing conflict and experiencing conflict. Table 2 shows that most of the pile production workers in line VI and reinforcement of PT Wijaya Karya Beton Tbk, Pasuruan Regency do not feel conflicted at work (57.6%). In comparison, 42.4% of workers experience workplace conflict.

Table 1. Distribution of pile production workers' characteristics

Worker characteristics	Category	n	%
Age (years)	≤ 35	20	60.6
	> 35	13	39.4
Education level	Junior high school / equivalent	12	36.4
	High school / equivalent	21	63.6
Tenure (years)	< 5	13	39.4
	≥ 5	20	60.6
Marital status	Not married	10	30.3
	Married	23	69.7

Table 2. Distribution of workplace conflict among pile production workers

Workplace conflict	n	%
Not experiencing conflict	29	57.6
Experiencing conflict	14	42.4
Total	33	100.0

Job security and employment opportunities

This study divides the job certainty variable into two categories: specific and uncertain. Table 3 shows that most pile production workers in line VI and the reinforcement of PT Wijaya Karya Beton Tbk, Pasuruan Regency, have job certainty (60.6%), while 39.4% do not.

In this study, the employment opportunity variable is divided into two categories: easy and difficult. Table 4 shows that most of the pile production workers in line VI at the reinforcement of PT Wijaya Karya Beton Tbk, Pasuruan Regency, have difficulty obtaining employment (69.7%), while 30.3% find it easy.

Table 3. Distribution of job certainty of pile production workers

Job security	n	%
Certain	20	60.6
Uncertain	13	39.4
Total	33	100.0

Table 4. Distribution of employment opportunities for pile production workers

Employment opportunities	n	%
Easy	10	30.3
Difficult	23	69.7
Total	33	100.0

Job stress

In this study, the job stress variable is divided into three categories: mild, moderate, and severe. Table 5 shows that most of the pile production workers in line VI and reinforcement of PT Wijaya Karya Beton Tbk, Pasuruan Regency, have a level of job stress in the mild category (48.5%). 42.4% of workers are in the moderate category, and 9.1% are in the severe category.

Table 5. Distribution of occupational stress levels of pile production workers

Job stress	n	%
Mild	16	48.5
Moderate	14	42.4
Heavy	3	9.1
Total	33	100.0

Relationship between workplace conflict and job stress

Based on the cross-tabulation in Table 6, workers who did not experience workplace conflict (57.6%) mainly reported mild job stress (36.4%). Workers who experience workplace conflict (42.4%) mostly experience moderate job stress (21.2%).

In addition, the statistical test shows a gamma coefficient value of 0.622. That is, it can be concluded that a strong, positive relationship exists between workplace conflict and job stress levels among pile

production workers in line VI and reinforcement at PT Wijaya Karya Beton Tbk in Pasuruan Regency. Thus, the greater the workplace conflict workers feel, the greater the likelihood they will experience job stress.

Table 6. Cross-tabulation between workplace conflict and job stress level of pile production workers

Workplace conflict	Job stress			Total n(%)	γ
	Mild n(%)	Moderate n(%)	Heavy n(%)		
Not experiencing conflict	12 (36.4)	7 (21.2)	0 (0.0)	19 (57.6)	0.622
Experiencing conflict	4 (12.1)	7 (21.2)	3 (9.1)	14 (42.4)	
Total	16 (48.5)	14 (42.4)	3 (9.1)	33 (100)	

γ (Gamma Coefficient) indicates the strength and direction of the association between the variables.

Relationship between job certainty and job stress

Based on the cross-tabulation in Table 7, workers with job certainty (60.6%) primarily experienced mild job stress (36.4%). Meanwhile, workers without job certainty (39.4%) mostly experience moderate job stress (21.2%).

In addition, the statistical test shows a gamma coefficient value of -0.543. That is, it can be concluded that the relationship between job certainty and job stress among pile production workers in line VI and reinforcement at PT Wijaya Karya Beton Tbk, Pasuruan Regency, is moderate and negative. Thus, the greater the uncertainty about work, the greater the likelihood that workers will experience job stress.

Table 7. Cross-tabulation between job certainty and job stress level of pile production workers

Job certainty	Job stress			Total n(%)	γ
	Mild n(%)	Moderate n(%)	Heavy n(%)		
Certainty	12 (36.4)	7 (21.2)	1 (3.0)	20 (60.6)	-0.543
Uncertainty	4 (12.1)	7 (21.2)	2 (6.1)	13 (39.4)	
Total	16 (48.5)	14 (42.4)	3 (9.1)	33 (100.0)	

γ (Gamma Coefficient) indicates the strength and direction of the association between the variables.

Relationship between job opportunities and job stress

Based on the cross-tabulation in Table 8, it was found that workers who had easy-category job opportunities (69.7%) mainly experienced mild job stress (27.3%). Meanwhile, workers with difficult-category job opportunities (69.7%) primarily experienced moderate job stress (39.4%). In addition, the statistical test shows a gamma coefficient value of -0.907. That is, there is a strong negative relationship between employment opportunities and job stress among pile production workers at line VI of PT Wijaya Karya Beton Tbk in

Pasuruan Regency. Thus, the more difficult it is for workers to find a job, the more likely they are to experience job stress.

Table 8. Cross-tabulation between job opportunities and job stress levels of pile production workers

Job opportunities	Job stress			Total n(%)	γ
	Mild	Moderate	Heavy		
	n(%)	n(%)	n(%)		
Easy	9 (27.3)	1 (3.0)	0 (0.0)	10 (30.3)	-0.907
Difficult	7 (21.1)	13 (39.4)	3 (9.1)	23 (69.7)	
Total	16 (48.5)	14 (42.4)	3 (9.1)	33 (100.0)	

γ (Gamma Coefficient) indicates the strength and direction of the association between the variables.

DISCUSSION

Relationship between workplace conflict and job stress

Conflict is a natural thing in the organization. Conflict is not something to be afraid of, but rather something that needs to be managed to help achieve organisational goals. Conflict can be a powerful source of motivation when appropriately handled. If the conflict cannot be controlled, it will cause stress, which will indirectly affect the organisation's activities [10].

Based on this study's results, most pile production workers in line VI at PT.Wijaya Karya Beton Tbk (Pasuruan) does not experience workplace conflict (57.6%). The results of a cross-tabulation between workplace conflict and job stress levels show that workers who experience the most moderate to heavy job stress are those who experience workplace conflict, at 30.3%. Based on the statistical tests conducted, the gamma coefficient was 0.622. Therefore, it can be inferred that the strong relationship between workplace conflict and job stress among pile production workers in line VI at PT Wijaya Karya Beton Tbk (Pasuruan) is positive and strong.

Conflict is inevitable in human life. Throughout life, humans often face conflict in various forms. When individuals, groups, organisations, or even countries interact to achieve their respective goals, a mismatch can usually trigger conflict. In a corporate context, managing conflict is essential to prevent it from developing into a bigger problem [11]. According to interviews with workers, conflicts are often caused by a lack of cohesiveness, especially among new workers. In addition, there is a lack of rapport between some workers and the line manager. Workers explained that line heads and even superiors rarely give appreciation, such as praise, for their work achievements. This certainly causes a lack of a sense of family and belonging to the company.

This research was conducted by Handayani et al. (2022) with employees in the workshop section of PT Prima Karya Manunggal Pangkep Regency. In this study, through statistical tests, a significance value of 0.011 or <0.5 was obtained, so that it could be concluded that there was a relationship between workplace conflict and job stress [12]. Unlike that study, which used inferential statistics because the sample represented a larger population, the present study used total population data, so the gamma coefficient reported reflects a population parameter rather than an inferential p-value. The results of this study also align with the concept of the psychosocial work environment, which holds that the quality of relationships between employees and superiors can influence psychological well-being in the workplace. Poor social relationships can lead to recurring emotional tension, ultimately increasing the likelihood of experiencing stress. Lack of appreciation from superiors can also exacerbate this condition [13].

Relationship between job certainty and job stress

Based on this study's results, 60.6% of the pile production workers in line VI at PT Wijaya Karya Beton Tbk (Pasuruan) feel confident about their work. According to the cross-tabulation results between job certainty and job stress level, most workers who experience moderate to heavy job stress feel no certainty about their work (27.3%).

Based on the analysis test that has been carried out, the gamma coefficient result is -0.543, which means that the strong relationship between job certainty and the level of job stress in pile production workers in line VI of the reinforcement pan of PT Wijaya Karya Beton Tbk, Pasuruan Regency is moderate and has a negative correlation direction: the less certainty about work, the higher the chance of workers experiencing job stress.

Job stress arises when certain conditions influence a person; related conditions can come from within or outside a person. Many factors contribute to job stress [14]. Uncertainty about future employment is one factor that can cause job stress among workers. The fear of losing this job is a common concern in the world of work. This can occur due to reorganisation, and every reorganisation is a potential source of stress [15].

According to interviews with workers, a sense of uncertainty has emerged among pile production workers in line VI at PT Wijaya Karya Beton Tbk (Pasuruan) due to the discontinuous nature of the production process. This is because the production process only adjusts the existing pile product orders. So if there are no pile orders, workers cannot work and do not get paid. This uncertainty concerns workers, especially those with less than 5 years of service, who

have less work experience than those with more than 5 years. Therefore, the company may prefer to retain workers with more than 5 years of service.

This study's results align with research on employees at PT X Medan City in 2019; statistical tests indicated a significance value of 0.013 (< 0.05), which found a significant relationship between job certainty and job stress level ($p=0.013$; < 0.05) [15]. These findings were based on inferential testing because their respondents were a sample, whereas in our study, all eligible workers were included as the total population; therefore, we report only the gamma coefficient as a population parameter, without p-values. Each worker can respond to this uncertainty differently. Workers can further improve performance to continue working, but it can also go the other way, indirectly causing stress and reducing work productivity.

Üngüren et al. (2021) also emphasize that job insecurity can increase workers' sense of stability and future orientation, leading to increased stress responses, decreased organizational commitment, and intentions to leave. In environments where production relies heavily on fluctuating demand, such as the pre-order system used by this company, this can become a chronic stressor that affects workers' emotional and behavioral well-being. Longer tenure and age further exacerbate this vulnerability, as workers perceive themselves as having fewer alternatives or bargaining power elsewhere [16].

Relationship between job opportunities and job stress

Based on the results of this study, most of the pile production workers in line VI at PT Wijaya Karya Beton Tbk (Pasuruan) feel they have job opportunities in the difficult category (69.7%). From the cross-tabulation of job opportunities and job stress levels, it can be seen that workers experiencing the most moderate to severe job stress are those with challenging job opportunities (48.5%).

Employment is the number of jobs available to the labour force and reflects the overall job market. In simple terms, employment opportunities are the demand for labour. The availability of employment is highly dependent on the growth and development of each sector. However, each industry has a different growth rate regarding labour absorption. This difference causes variations in the number of employment opportunities created, affecting unemployment and the distribution of labour across sectors, thereby impacting the dynamics of employment opportunities in society [17].

Based on the statistical test, the gamma coefficient was -0.907. This indicates the strength of the relation-

ship between job opportunities and job stress among production workers in the VI track and reinforcement section at PT. Wijaya Karya Beton Tbk (Pasuruan) is powerful and negative. In other words, the more difficult it is for workers to find jobs, the more likely they are to experience job stress. A similar study by Lady et al. (2017) among employees of the Regional Disaster Management Agency (BPBD) in Cilegon City yielded comparable results. In that study, statistical analysis yielded a significance value of 0.031 (< 0.05) and an association coefficient of -0.495, indicating that a lack of job opportunities increases the likelihood of job stress [18]. Their p-value indicates inferential significance because the study relied on sampling. In contrast, the present study is a census, so the gamma coefficient represents the actual association within the entire population of workers, without requiring inferential statistical testing.

It has been emphasized that uncertain work conditions and high work demands can increase workers' vulnerability to stress, especially those still adapting and facing psychological pressures on the job. In this study, factors such as tenure, task demands, and organizational structure contribute to worsening work stress when work conditions are perceived as unstable [19].

According to interviews and observations, PT. Wijaya Karya Beton Tbk (Pasuruan) has not yet given sufficient attention to psychological issues such as job stress. As a result, stress management programs have not been adequately implemented. The company's health program is limited to providing a company doctor without initial or periodic health check-ups for workers, and additionally, PT. Wijaya Karya Beton Tbk (Pasuruan) has not yet offered counselling facilities for employees, leaving them without a proper platform to express their concerns.

The results of this study indicate that job insecurity, limited job opportunities, and workplace conflict not only increase job stress but also affect broader social aspects, such as family well-being and the stability of employee relationships, and increase the risk of unsafe work behavior. This situation has important implications for companies, calling for improved management policies and practices, particularly regarding transparency in production information, increased communication between superiors and employees, the provision of counseling services, and stress management training and skills development to expand employee career opportunities. The results also provide direction for further research to explore the role of psychological factors, such as organizational support and coping mechanisms, and encourage longitudinal studies to map changes in work stress over production

dynamics. However, this study has several limitations, including its cross-sectional design, which cannot establish causal relationships; its limited sample size to a single production line; the use of a potentially biased self-report questionnaire; and the failure to analyze other external factors that may influence job stress levels.

CONCLUSION

Based on the research conducted on piling production workers at PT. Wijaya Karya Beton Tbk, Pasuruan, indicates that a significant relationship exists between various workplace factors and job stress levels. The relationship between workplace conflict and job stress is strong and positive, with a gamma coefficient of 0.622, indicating that higher workplace conflict is associated with increased stress levels. Meanwhile, job security has a moderate, negative relationship with job stress ($\gamma = -0.543$), indicating that greater job security is associated with lower stress levels.

Additionally, job opportunities show a strong negative relationship with job stress ($\gamma = -0.907$), suggesting that greater job opportunities correlate with lower stress levels. Some recommendations include regular team briefings, leadership supervision, and appreciation practices. Furthermore, companies need to improve job security by providing transparent updates on production plans and implementing minimum workday schemes or basic incentives to reduce income uncertainty, as well as broaden workers' career prospects through targeted skills training or internal job rotation programs. Companies can also strengthen psychosocial support by providing access to counseling services, establishing stress-management programs, and improving supervisor-worker relationships, thereby further reducing work-related stress and fostering a healthier, more productive work environment.

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